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ABSTRACT

This collection of essays, which concern the evolving role of the spouses and families of college presidents, traces the evolution of both the spouses' program of the American Association of State Colleges and Universities (AASCU) and the issues and interpretations surrounding the spouse's role. The following are included: (1) "The President's Spouse: The University's Added Dimension" (David Riesman); (2) "Great Expectations: The Spouses' Role in the Presidential Partnership" (Lloyd Watkins, Fred J. Taylor, and Alan Guskin); (3) "Partners Still!" (Marguerite Walker Corbally); (4) "Limited Partnership: Expectations of the President's Spouse Who Is Male" (Joel Siegel, Horace Chandler, and Daniel Preska); (5) "Junior Partners: The President's Children--Their Point of View" (M. Francis Lucas); (6) "Partnership in the Presidency: Past, Present, and Future Possibilities" (Judith Sturnick); (7) "The University Presidential Spouse in America" (Roberta H. Ostar); (8) "President to Spouse: Woman to Women" (Betty L. Siegel); (9) "The First Year Can Set a Pattern: Advice to the New College President's Spouse" (Grace Fulkerson); (10) "What Would You Do If...?" (Janice Taylor); and (11) "Report and Perspectives: The Third Survey of AASCU Spouses" (Meredith J. Ludwig and Roberta H. Ostar). Three appendices provide a chronological history of the AASCU Spouses' Programs, and AASCU spouses 1986 survey committee, and the 1986 survey form. Thirteen figures provide data on the spouses in the 1986 survey. (KM)

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Partnership Model

A Family Perspective on College Presidency

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The Partnership Model

A Family Perspective on College Presidency

Roberta H. Ostar, Editor

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and Universities

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Acknowledgments

As in 1983, I am again grateful to Dr. Meredith J. Ludwig and Elizabeth J. Kielman for their dedicated efforts on behalf of the current survey and this book. I wish also to thank Gail Latouf, Dr. Ludwig's assistant and a newcomer to the project.

Indoctrinated not without amazement into the little-known world of the university presidential spouse while working on the 1983 survey publication, Dr. Ludwig and Mrs. Kielman came to this 1986 project as seasoned veterans.

Dr. Ludwig met with the AASCU Spouses Survey Committee (*see Appendix* B) to evaluate the survey instrument, and together we incorporated their suggestions in the 1986 survey. Dr. Ludwig and Ms. Latouf managed the survey and recorded the data. The figures appearing in the text were created by Ms. Latouf who, by this time, can also lay claim to being an expert in this field! Perhaps her knowledge gained here of the lives of university presidential spouses may be of use to her as she leaves AASCU to pursue training and a career in diplomatic law. Dr. Ludwig's concise and comprehensive report of our survey findings appears in the last chapter of this volume.

Mrs. Kielman performed invaluable service in editing the manuscripts that make up this volume. Her sure touch is in evidence again in presenting this material so that it may be of interest to the world at large, as well as of use to the particular world of the university and college president's spouse.

And finally I wish to thank all of the contributors to this volume. The generous sharing of their expertise through this publication has made possible what we hope is a valid and interesting addition to the literature and statistics in this field.

Roberta H. *Ostar*
Washington, D.C.
August 1986

Introduction

Nini Horn
Spouse of the President
California State University, Long Beach
Chair of the Spouses' Program Committee

The importance of the partnership model in the roles of the college president and spouse is difficult to underestimate. This collection of essays illustrates the diversity that can be found among the families of the contemporary college president. The traditional male president with volunteer presidential spouse, the single president, the employed presidential spouse, and the male presidential spouse will all perceive the partnership model differently according to their own individual circumstances.

This collection of essays is a timely addition to the continuing dialogue concerning the evolving role of the presidential spouse and family. It traces a double evolution: first of the AASCU spouses' programs; and second, of the issues and interpretations surrounding the role of the spouse of the college president. The fact that the first so closely mirrors the second is a tribute to the AASCU program.

Begun in 1974, AASCU spouses' programs developed over the years from the early informal discussions on topics of mutual concern to our fully scheduled two-and-a-half-day program at the association's annual meeting. (See Appendix A.) Since 1979, Roberta H. Ostar, spouse of the president of AASCU Allan W. Ostar, has served as the volunteer coordinator of the programs for spouses—a volunteer as are her colleagues on the campuses.

Mrs. Ostar conceived this volume not only to report the statistics and facts from our current survey of spouses, but also to collect and publish a selection of our most thoughtful, insightful spouses' programs presented over the years. As her idea grew, so did the book, so that it now includes several new essays prepared especially for this volume. She is to be commended for her foresight and her experience in this field, which led her to assemble and develop these essays, essays that trace the growth in the understanding of possibilities for different kinds of presidential partnerships.

Interestingly enough, it has been increases in the numbers of single presidents (both male and female), of male presidential spouses, and of female spouses who work full-time that have focused attention on the behind-the-scenes help the president needs to get the job done. When the president is single or has a working spouse, ways must be found to provide paid staff for essentials such as home management and event planning. The need for a professional household/entertainment manager offers clear evidence of the extent of service provided by the volunteered partner.

The reader with an interest in the university family will find this material revealing and provocative. The lively personal accounts often resemble having a good conversation with the author.

Marguerite Corbally, whose address to the 1981 AASCU Spouses' Meeting is included in this volume, started the dialogue on the role of the full-time spouse with her 1977 book *The Partners: Sharing the Life of a College President*. Her views on the isolation of the president's spouse and the paradoxical need for privacy prompted responses from spouses all around the country who recognized that they were performing a job without precise description or standards, but a difficult and time-consuming job nonetheless.

Eminent sociologist David Riesman begins this collection with an examination of the various constituencies which must be served by the president and the president's spouse. He offers tribute to the contributions made by the spouse in a presidential team and states that "the spouse may in fact be employed, although not personally remunerated, as, in effect, the institution's second most visible public relations officer."

Roberta Ostar's profile of the full-time presidential spouse, which was presented to a meeting of international spouses in Korea, summarizes the peculiarly American tradition and expectation of entertaining, representing, and volunteering.

Essays by two male presidents on their spouse's full-time volunteer roles as presidential spouses are affectionately presented, with contrasting regional differences between their midwest and southern campuses. A third president, whose spouse has a full-time career, notes the compromises and mutual support necessary to make his situation work.

Still other male viewpoints come from three presidential spouses of female college presidents who describe with humor, irony, and pride the reversal of roles. There is also an insightful and witty contribution from a female president, who sums up the pressures on today's college presidents as they serve their many publics.

In addition to an essay with advice for the spouse of the new college president, there are the accounts of the single, female president who must arrange for the assistance usually performed by the traditional spouse, the views of children of the college president (previously an untreated subject); and a series of real-life experiences which will elicit analysis, recognition, and sympathy.

[*Editor's Note*: Some of the essays in this collection were first presented at past AASCU annual meetings and appear here in their original format, including the language and flavor of their times and the speakers' differing usage of various pronouns ("he," "she," "he or she") to indicate the spouse or president. The insights they convey, however, remain valid today.]

The collection concludes with the 1986 survey of AASCU Spouses report, which updates the two previous surveys. We are proud that ours was the first national higher education association to undertake such an examination, and in doing so, has contributed significantly to the current dialogue regarding the role of the spouse.

On a personal note, I appreciate these essays from the vantage point of sixteen years as a university president's spouse. As a full-time "unpaid professional," I have enjoyed the opportunity to become involved both on the campus and in the community. I have tried to maintain a balance between university expectations and my own interests in the public schools and the arts in the city of Long Beach, California. Community activities and leadership roles have brought a sense of accomplishment and public recognition which are quite apart from my life as "wife of." But I must confess that my private reward comes each year during three days in May at nine separate commencements for each school at the California State University, Long Beach. After well over one hundred commencements, I still enjoy the ceremony, the color, and even the speeches, but most of all I share the pleasure of the thankful graduates and their families. These moments make everything else during the year worthwhile.

For whatever the role the president and/or spouse occupies, it is one of stewardship, not ownership. We must take the job—but not ourselves— seriously. As David Riesman observed, we should view the college presidency with "a combination of institutional loyalty and metaphorical bags packed."

1 The President's Spouse: The University's Added Dimension[1]

David Riesman
Professor Emeritus
Social Sciences
Harvard University

When Alexis de Tocqueville came to the United States in 1831, he was naturally impressed with the mobility of the population, with the farmers who moved ever westward and who were as much land speculators as cultivators. He was also impressed with what seemed to a European the extraordinary independence of the American young women and women in general. They were not chaperoned; they were free to go and come on their own. They were essential partners to their husbands on the farm and in small business. The wives of leading figures were already then visible. Even today this is not the case in most of the world. Thus, there is a historical tradition in what Hanna Papenek has termed the "two-person career" of married partners, a tradition that goes back to the days when college and university presidents were pastors whose wives understood their roles much as the president's spouse does today.

There is also the more general American tradition of the activist wife whom Tocqueville observed taking part in such volunteer movements as the fights against Demon Rum or for prison reform as well as in the other crusades of women (which preceded, although not by many years, the first stirrings of what we see today as the many wings of the women's movements in which women were crusading not on behalf of others but principally or even exclusively on their own behalf).

One of the "added dimensions" which faces the president's spouse today in so many aspects of her life arises from the recent powerful surge of the two-person, two-career pattern. It is at once a dilemma and an opportunity. As already indicated, women have had jobs in this country for a long time, albeit poorly paid, often part time, and in the helping professions such as teaching and nursing (among the more educated) or in factories at least until marriage and sometimes even after (for widows or deserted women). Now the current women's movements insist on careers, not simply jobs—careers dependent on the professional training that many spouses have in fact had, particularly in the younger and hence rising cohorts as the age of presidents drops.

I have been interested in and sympathetic to college and university presidents going back to my undergraduate days, and I am going to offer some specu-

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This essay includes the material presented as a paper at the 1980 annual meeting of the American Association of State Colleges and Universities, which appears in the 1980 Proceedings under the title "The President's Spouse: The University's Added Dimension," pp. 15-25, and the added material then published as *Some Observations on the President's Spouse: Hazards and Opportunities* by the Center for the Study of Higher Education at the University of Virginia.

lations which are fairly general. Unless otherwise indicated, I shall be talking about wives; for although the number of women presidents in public institutions is rising, firm expectations among the various constituencies have not developed as to how the male spouse should act, other than to be supportive.

I am spared the necessity of detailed examination of the pressures on the spouse by the existence of three books, written by women who have played that role, and who are fully aware of many of the pitfalls it contains.[2] For example, these books deal at length with the problem of living in the university-provided housing which the institution regards, not as a private home, but as a public utility. Especially in smaller towns, the president's house is frequently the preferred site for extra-academic groups and functions. While new presidents may not generally be expected to follow exactly in the footsteps of their predecessors, the families soon learn that they are expected to make the house available to groups which regarded it as their due under the predecessors' regimes.

I would say that, as a general but by no means invariable rule, the more distinguished the college or university, the less the presidential family is likely to be envied. Distinguished faculty are often apt to regard the president and other administrators as individuals who are doing something less important than they are, not fully realizing that their ability to do what they do depends on the facilitating and, at times, buffering role of the administration. No such faculty would envy the highly visible home and recreational facilities of a president who, like other administrators, works at least an eleven-month year, broken only by occasional trips to professional meetings. Even on such trips the president is subject to state-wide budgetary controls for out-of-state travel, particularly the essential out-of-state travel which would permit husband and wife to have a chance to be alone together in contrast to the seemingly endless round of occasions at which both are entertaining or being entertained at some university or community function for which their presence is deemed requisite. However, it is in these distinguished institutions that the president is most likely to become the target of sit-ins and demonstrations, frightening to all inside the house, but especially to small children. These tactics, which were endemic in the sixties and early seventies, have by no means disappeared. Different issues are involved. Now widely prevalent are protests, less virulent than those in earlier periods, protesting apartheid in South Africa by means of an attack on a college or university investment portfolio including the securities of companies doing business in South Africa. But a protest can also arise over sudden and steep rises in tuition or cuts in library hours or the alleged "firing" of a faculty member not on tenure who is a popular teacher and has courted a constituency as a radical and/or a feminist and/or a leader in minority affairs.[3]

The United States lacks the division of labor that is provided in the United Kingdom between the royal family, which attends to ceremonial duties, and the Prime Minister, who can stick to the usually grim business at hand. We turn our nation's presidents into at once ceremonial and functional figures, performing in dual and endlessly tiring roles. To a lesser extent, state governors and other highly visible political leaders are in the same position as college and university presidents, particularly when the latter serve in residential settings, and especially in smaller communities. We are too egalitarian to create an aristocracy to perform these tasks on behalf of the busier members of the population. Indeed, just because we are egalitarian, we expect a presidential couple to behave "just like folks" and at the same time, to rise above the level of the folks. If one doubts the importance of the ceremonial role, consider the position of the president of a leading sports power in the South or the Midwest or the Southwest who fails to show up, along with the governor and the regents, at the big football game, whether with an out-of-state rival or the neighboring land-grant or flagship campus as the case may be. (I am sometimes inclined to believe that these ceremonials loom so large because, in a fragmented society such as America, they are part of the glue that keeps communities together to the degree that they are kept together.)

Jean Alexander Kemeny, in *It's Different at Dartmouth* (Kemeny, 1979), makes clear not only that Dartmouth is different but that she is different: she is more outspoken, periodically more acerbic, surely wittier than most presidential spouses have been. No book has more to say concerning the endless round of on-campus entertaining, which Jean Kemeny handled with an assertive informality, and also about the incessant travel to speak to alumni clubs and other relevant groups throughout the United States and overseas. Concerning the vicissitudes and wear and tear of travel, Jean Kemeny is marvelously cogent. However, she also recognizes how all important is the marital bond of presidential partners and reports the satisfactions inherent in the role of a president's spouse, such as meeting interesting as well as distinguished visitors, responsive trustees and their spouses, and Dartmouth's forte of dedicated alumni.

These books deal with the difficulty the president's wife has in securing adequate help for the social role into which the president's house casts her. Will she have a private secretary? What kinds of housekeeping help will she have? In fact, what kind of shape will the house be in—especially if there has been an interim president who has lived in his or her own home while the search was going on, and if the presidential house, already showing signs of wear and tear, has fallen further into disrepair? Marguerite Corbally's book and writings by other spouses (e.g., Claire Mackey's comments, "Pressures on the President's Family," on her experience as reported in the AASCU *Proceedings* of 1979) indicate the difficulties of tact encountered when the president's wife makes requests of building and grounds, or of her husband's secretaries if she herself has none. Aware of the resentment aroused by what seem to be commands from someone not in the direct line of authority, some wives recommend that the requests go through the president himself, but that may put him in an awkward situation. (Jean Kemeny reports no difficulties on this score.)

Many presidential spouses have fallen into their roles quite unexpectedly, and only later have discovered how much they might have learned from *The Partners*. Wives may find comfort in realizing they are not alone in being confronted with mistrust when they have sought to be helpful, or when they were regarded as not helpful enough. The sheer capacity of the tasks they face may wear them down, not the least of which is sharing the loneliness that is a characteristic phenomenon among college and university presidents. Loneliness is a factor, on top of near-continuous expectations and pressures, in the phenomenon of burnout that is increasingly discussed among presidents. (See Vaughan, 1982.) Drawing on her own experience, Nadine Skotheim (Mrs. Richard Skotheim) notes that the president's wife can also suffer from burnout, as well as from alternating periods of intense activity and, for example, during a January interim, sudden quiet, both alien to one's personal rhythm (Skotheim, 1982). Nadine Skotheim recounts the experience of a spouse who asked a member of the board of trustees how he would feel if she decided to go out and get another job; when the trustee responded, not by saying "We need you," but "Why the hell should I care?" she was shaken, and when she received a nearly identical answer from other trustees, she began to look for another job (personal communication, 1982). These trustees may have been inhibited by some notion of what the proper feminist would expect, but even so they appear insensitive. Indeed, it is a rare occurrence when spouses receive a modicum of the public recognitions and rewards that accompany a president regarded as successful, in part precisely because of his partner. (The Dartmouth Board of Trustees voted to bestow an honorary degree, Doctor of Humane Letters, on Jean Alexander Kemeny at Commencement in 1981.)

Before we leave the subject of the house it is worth pointing out that, ever since these books were written, it has become clear in many parts of the country that to be given a residence can be a long-run liability. In an era of rising and inflated real estate prices and high interest rates, the presidential family may be stuck in a house without building up the equity they would have were they given money to support payments on a condominium, or assistance, if they have sold an earlier dwelling, to buy one and therefore not pay capital gains tax. Indeed, I know presidential couples who are aware that they hold the place they live in "at the pleasure of the board," and that if they were released, not having built up any pension or having any arrangement for tenure at the institution (such as the SUNY system provides for its incumbent presidents), they would be left homeless, perhaps with two or more children in college or of college age. It is issues of this sort, of a practical nature, to which trustees should be attentive but rarely are, and to which the wife may first play a part in helping her husband decide whether or not to accept the offer of a presidency.

Search Procedures

I have been studying search procedures for academic executive positions for some time, as well as working in earlier years with the American Council on Education's annual Institute for College and University Presidents (and spouses), and spending time with both groups, jointly and severally. Searches must today be in some fashion public, in the sense of advertising the position, but the degree of confidentiality varies enormously, from the ability of a private university to limit, if not always prevent, leaks as to potential candidates, to the kind of open hunting season provided in many state colleges and universities by "sunshine laws," and the requirement that all transactions be open to any inquisitive person.[4]

In recent years, I have observed a certain hesitation on the part of search committees and of the board of trustees, which may make up a part of a search committee and quite frequently contribute the person who chairs the committee, to inquire closely into the qualities of a spouse. This is not because these qualities are unimportant; much of this essay is devoted to indicating how significant the spouses' contribution can be, as well as indicating instances where they can do a comparable amount of damage to their husbands' prospects in a presidency. Some search committees seem to believe that to inquire about the spouse is, if not actually a violation of Affirmative Action regulations, an obvious form of sexism, since what the institution is doing is seeking a one-position, two-person acquisition, in which only marginal recompense in the form of some ancillary services—and not always even these—are provided for the wife.[5] The Minnesota State College and University System no longer brings the wives of male candidates to a campus or to an interview with members of the search committee; in one case, a wife who wanted to see the campus was simply told that she could rent a car and drive there. Again, the seeming indifference to the spouse may reflect what I regard as mistaken inhibitions arising out of the women's movements, with a consequent failure to give proper recognition to the roles of the spouse as volunteer.

I consider such hesitations understandable but mistaken. The least part of it is that the kind of person the prospective president has married says something about him, and the way the partners relate to each other says more still about them both.[6] Even if a search is kept confidential up to the point at which candidates regarded as unsuitable have been eliminated, while others have eliminated themselves from consideration, there comes a point at which perhaps two or three finalists will be brought to the campus under the auspices of the search committee so that faculty members, academic middle management and staff, and in an increasing number of institutions, students (all of whom may be in a formal sense represented on the search committee itself) have an opportunity to see the candidate and his wife in person rather than through letters of recommendation or the findings of a professional search consultation service.

This visit is apt to be at once one of the most awkward and the most important in the search procedure. The couple may find themselves from morning to night without a chance to talk to one another, sometimes meeting the same people and sometimes different ones. (The wife may be invited to meet with a group of faculty wives, and it is likely that she will have an opportunity to examine the president's home if the institution provides one, or the local real estate possibilities if none is provided; if there are children of school age, she may also be driven about to get a sense of the available local school possibilities, or taken to see the local art museum on the sometimes fallacious assumption that she will have more interest in cultural affairs than her ambitious husband.) But they may also be in situations together where she is often able to observe her husband being grilled by skeptical or querulous faculty and/or antagonistic students.

Some subtle issues of mutuality and candor enter at this point. The wife may not want to move, and may realize that this reservation could perhaps bias her assessment of the institution. On the one hand, the wife may have better judgment concerning how both she and her husband will be able to cope if the position is offered and accepted. On the other hand, the spouse does not want to hold back her husband, but wants to further his career. Yet she has to think not only of herself and her husband, but also of their children. (Surveys show that the average age of presidents is declining, implying that more of the children, although perhaps fewer in number, are likely to be of school age.) Even to move from one college or university to another means a drastic change in their mode of life: change of house, of style, of friends, of networks of all kinds. If she has a profession or part-time career of her own, this may mean a disruption that will be very serious for her. At the meetings with the search committees and, in final stages, perhaps with other groups and parties, her loyalty to her husband will induce her to put on the best show she can, suppressing lurking doubts.

The spouse must be a keen observer, preparing herself to help her husband evaluate this new position. In order to do this, she must also know her husband well. The reverse, of course, is also true, where it is the woman who is a candidate for a presidency and where she may have a husband who accompanies her in the final round of meetings. He might, in his role as spouse, be a very keen observer, although probably less involved than a woman spouse. A male spouse is not so carefully scrutinized as a female spouse. Little will be expected of him, other than a fairly low profile and perhaps occasional ceremonial appearances. (As Gail Thain Parker discovered, a woman president cannot be blatantly unfaithful even in an aggressively liberal, liberal arts college [cf. Parker, 1979], but adulterous male spouses are even today less problematic.)

Where, as is the far more frequent case, it is the husband who is the candidate, the wife knows she is being looked over but not with such close attention as her husband. This may give her an opportunity to observe nuances of the setting that may escape her husband. Those who get to be college and university presidents are generally ambitious strivers; in many cases, they have been upwardly mobile socially as a consequence of their occupational advancement. As presidential partners, the couple thus may be moving in circles to which they are not accustomed. The situation for both partners calls for adaptability, for quick understanding of a new setting, and for insight.[7]

When the partners have an opportunity, but very little time, in which to decide whether to accept a position if offered, the spouse's ability simultaneously to assess both the candidate and the setting comes into active play. A wife may realize her husband's restlessness, leading him to jump; or his fears, leading to undue hesitation. But during all this process, the search committee and the trustees have generally paid little attention to the needs of the candidate's spouse, who is not likely to want to bring her questions forward when the decision has not yet been made as to whether the position will in fact be offered.

However, presidential candidates' wives have been advised by Marguerite Walker Corbally and others to make detailed inquiry at that point as to what provisions will be made for them; whether, for example, they are to be expected to act as hostess for institutional and local functions, and whether they are expected to run both a president's home and a public facility for the university. I do not believe it is humanly feasible for a wife to bargain in this fashion at the same time that her husband is concluding negotiations with a board of trustees. Recognizing this disability, Charlotte Sorenson, wife of the former president of Babson College, wrote a memorandum to the board of trustees as to the issues which should be considered with respect to a prospective candidate's spouse. Because Babson is a college oriented to business management, the likelihood was that this spouse would be a woman (although there was one woman in the large pool of presidential candidates). Her predecessor could speak for her better than the candidate's wife could speak for herself. The memorandum goes into many household details, and discusses the people to whom the wife can turn with confidence that she is not being over-demanding. It also emphasizes for the benefit of the trustees that the latter must consider how to regularize the channels by which the spouse's requests for help can be funneled to the institution without appearing as additional and irritating burdens which make more difficult her husband's own tasks.[8]

This is the kind of situation in which one wishes for the Japanese institution of the go-between. We tend to use lawyers for such purposes, but much of the training of the lawyer has been adversarial, rather than learning to think in terms of trade-offs and bringing people together.[9] Given the rapidly changing attitudes and roles of women, and correspondingly of men, and the various treering layers to be found on many boards of trustees with regard to such changes, there will likely be difficult periods of transition in which the wife especially may be involved.

Moreover, these same changes, especially those in the attitudes of women toward themselves and each other, may influence the decision of the candidate's wife as to whether or not she wishes to move and the spirit in which she comes to a decision. In an earlier day, she would have asked herself whether she had the capacity to be a useful presidential spouse in the new setting—an added dimension for the institution. Would she have enough stamina to endure the attacks and pressures that her husband is likely to face, as well as to help him endure the inexorable pressures of the position? Neither partner can anticipate all the eventualities which may change a relatively tranquil situation into a troubled one, but anyone with experience of life has already encountered Murphy's Law: if something can go wrong, it will. There will be seasons of almost unbearable overload.

But the women's movements have had an impact far beyond their visible and activist adherents. Vis-à-vis some of the movements' imperatives, a wife may feel a bit guilty if she does not ask herself how a move will contribute to her own development. She is aware that she may be regarded by some of the younger women faculty members and by working faculty wives as "just the president's wife," with the same derogatory inflection with which all too often the expression, "just a housewife," is used by women about themselves (as if bringing up children and making a home were trivial, mindless tasks). A number of wives report their annoyance with the frequently asked question, "What do you *do*, Mrs.——?"

The wife who moves from a metropolitan setting to a small community may have an especially difficult time. In the former environment she could be relatively anonymous and, if she wished, could pursue further education at a number of institutions as well as profit from the cultural opportunities of the locale in line with her personal interests. However, in a smaller, more restricted setting, the presidential partners occupy center stage and the wife's opportunities to pursue her own interests are limited, while the institutional demands, not only that she involve herself with the faculty, staff, and students, but also with local luminaries, are traditional and incessant.

Social and Psychic Support

The wife of the arrogant president who does not care to strike out on her own is in an unhappy position. She is of course aware of the enmity that surrounds her husband; she may construe it as unfair, but that does not help. She may also recognize that her husband is not as invulnerable as he appears, but at least he has the opportunity for taking action, of a verbal sort, at any rate, against his opponents, while she must stay in the shadow, suffering in silence. She cannot make efforts to be conciliatory vis-à-vis her husband's opponents without appearing to betray him.

More typical is the situation where the presidential spouse notices the signals indicating that the partner is in particular need of understanding and support; the spouse must, at an appropriate time, draw on experience and wisdom in knowing how and when to offer advice.

In those not infrequent cases where, after the compulsory outside search, a president is promoted from the ranks of faculty or even from a deanship, many of the issues faced by the spouse concern the change in position in the couple's relations with former faculty friends and junior administrators. The new position will look more powerful and luxurious than it really is. Such a situation is reminiscent of the marvelous episode Muriel Beadle recounts in *Where Has All the Ivy Gone*? She describes a maniacally hectic day when, rushing home from one appointment to get ready for the next, she found a card from a group of ladies who wanted her to attend a luncheon. Inscribed on the envelope was a note that it was to be delivered on Mrs. Beadle's breakfast tray. The incident first led her to weep and then to break down in hysterical laughter.

Presidential couples may find it hard to retain faculty friends as intimates. I know a presidential couple who live in a medium-sized city where they have a bachelor friend on the faculty whom they meet secretly off-campus in a resturant so tacky that even students have not been known to go there. How will new friends be found? Among administrators elsewhere and perhaps among those on their own campus? How will they cope with the initial isolation and the estrangement from old friends—for they may be truly lonely in new crowds as well as in old ones?

In what would seem to be the majority of settings, the president is a male and it is his wife who must assume as part of her role the task of social entertaining. Here the wife may adopt a style that will make the couple appear to their old friends as behaving in a more formal, or so to speak "gracious," manner; they are more visible, they are in effect the institution's living logo, and they cannot afford to be as relaxed and casual as they might prefer. Privacy is lost, not only because the old-fashioned grapevine carries more messages, but also because the media, too, may carry messages.

Jean Alexander Kemeny remained decidely herself in maintaining her previous informal style of entertaining. She did not invariably suppress her anger or other emotions. Although privacy was lost and relations with faculty friends at Dartmouth became temorarily less intimate, Jean Kemeny refused to carry a new increment of inhibitions, and was not hesitant to startle faculty by showing up at regular faculty meetings. Marguerite Walker Corbally's book is sprinkled with very American messages to spouses to "be yourself"; but most of us, if we are not insensitive or posing as eccentrics, exhibit different sides of ourselves in different company. In a way, these intricacies, at once practical and emotional, involved in entertaining in an almost inevitable official capacity, may carry less anguish if one can start in a new locale.

Whether they move to a new college or university, or stay in the same place, the president's wife will have to be a most resourceful and reliable confidante. Presidents of colleges and universities, like presidents of the United States, need "kitchen cabinets," and usually confidantes are found more readily in their own kitchens than in a more lavishly appointed setting. Indeed, presidents' wives commonly find themselves in the kitchen! (To a degree that may seem surprising, male presidents are also often in the kitchen, sometimes helping get breakfast and cleaning up the dishes after a rare family meal. Partly, this reflects the difficulties of securing capable help even if the institution would pay for it; but there is also a greater willingness, especially of younger husbands, to share in household tasks—and in the case of several presidents, a desire not to allow oneself to live on a scale of household support that would make it emotionally difficult to return to regular faculty status. Moreover, many partners, unlike even moderately well-off Americans in an earlier epoch, prefer the periodic burdens of privacy to what now seem to many the hazards and intrusion of live-in help.)

In those settings where a woman is acting as full-time presidential spouse, while trying to make room in the lives of both partners for their growing children and for time to be together, the strains on the marriage bond are great, strains in effect increased by recognition of the fact that as one looks about the country, there are very few circles where divorce still carries any opprobrium. Among the many married presidents I have known of both sexes, divorce is exceedingly rare, far less than one would expect among educated professional people today. However, Joseph Kauffman states in his book, *At the Pleasure of the Board* (Kauffman, 1980), that in his small sample divorces are becoming far more common, though probably not as frequent as in the general population. However, Nadine Skotheim has observed five divorces in universities in the Northwest in the course of several years (personal communication, 1982). In the more fortunate cases, the strains can contribute to creating a strong and deep relationship. The spouse may often conclude that she is her husband's psychotherapist, giving him comfort and understanding, fresh perspectives, and, when appropriate, sharp criticisms. In many cases, the partners learn to communicate with each other with full candor—especially since there are unlikely to be others with whom this is possible.

What, as already implied, is sometimes difficult is to find the privacy for such exchanges. Occasions such as professional meetings may provide opportunities for a somewhat truncated privacy since one is not on public call and public display at one's home campus.

Outreach and/or Public Relations

There is a kind of male camaraderie that grows up among boys around sports and talk about sports, sometimes about sexual exploits, often about cars, boats, private planes or motorbikes, etc. This sort of easy gregariousness, reminiscent of what some anthropologists discuss under the heading of "male bonding," is sometimes not outgrown. In his study of executive leadership in high-technology corporations, Michael Maccoby (*The Gamesman*, Simon & Shuster, 1978), sees many successful managers as *gamesmen*: team players, fair-minded, enjoying the sport of beating out an adversary. In an earlier era, Maccoby argued, there were more men whom he termed *jungle fighters*, lone operators who would be extruded from the modern corporation as untrustworthy and uncooperative. (In an essay-review of *The Gamesman* for *Change* magazine, I noted that I had encountered more jungle fighters in academic life than in large corporate enterprise.) Maccoby also took account of those he termed the *craftsmen*, isolated like the jungle fighter, but focused on the work itself, essential for industry—as for scholarship—but unlikely candidates for top positions. The fourth type in Maccoby's account was the *company man*, concerned less with the game of winning and more with the long-run future of the company; in academic life, I would prefer to speak of institutional loyalists. But Maccoby regarded most executives as gamesmen, in a sense as boys with somewhat arrested development in terms of inwardness, although in mid-career a number of them may become conscious of this lack, tire of playing the game, and look for something more challenging.

Traditionally, the wives of mobile professional men have played a large role in maintaining kin connections, but have often surrendered earlier friendships, substituting for these their husbands' friends and those made jointly by the couple. Even so, our society often depends on the glue, such as there is, that women provide through keeping up not only kin connections but friendships. Many college-educated women maintain lifelong friendships with other women, and in these instances they do so even after marriage, when they move also in the circles of their spouses. The womens' liberation movements have, as one of their contributions, institutionalized what might be termed female bonding, in the consciousness-raising or discussion groups of women about their situation as women. These groups provide mutual support, but also run the risk of censorious attitudes toward women who are not sufficiently liberated or are spending their time bringing up children. (On this score, the women's movements have become less strident and univocal.)

All this is prologue to saying that one of the great services a president's wife may provide is finding friends through her own community activities so that through the wives of other executives, such as business and banking people, doctors, lawyers, ministers, museum curators, or whatever the locality offers, ties may be cultivated for those rare occasions when there is not an obligatory meeting of some committee or other codetermining body. A president and his wife need *real* friends on whom they can count in the place where they are now. Part of the quiet contribution of the spouse may be to cement such friendships when the president may be too exhausted and too much on the road to keep them alive.

There is some danger for the spouse in fulfilling these multiple roles in that she may come to see herself *only* as an extension of her husband. She may have to struggle to keep her autonomous psychological position for her own survival. If for some spouses the sacrifice they make is too great, there is the risk that they will overestimate their husbands' importance in order to justify to themselves the suppression of their own concerns, and even anxieties, which they hesitate to add to those they know their husbands carry constantly. Such a wife could build up unconscious resentments against her husband and against the demands that the institution makes on both of them.

A presidential wife who has her own career may be able, however, to serve this function of support and companionship, and still find, even at the cost of some additional strains on them both, the opportunity to renew their own relationship of candor and criticism. And often through her career she can find new friendships for both of them. The wife who does not have a full-time career external to the institution can, however, play a more visible role.

Paradoxically, the wife who does not have an independent career may in fact in terms of the institution be gainfully employed, although not personally remunerated, as in effect the institution's second most visible public relations officer. Needless to say, there are enormous variations in expected behavior depending on the kind of institution: from a commuter, urban institution which is part of a state system and dependent primarily on FTE funding, to a residential college or university which is the most important "industry" in its locale.

Yet although the partners may come to regard themselves as performing these services at the pleasure of the professional public relations personnel, relations with the latter can be difficult. Especially here must the wife tread warily. Not all professional public relations officials are likely to appreciate it if the president's spouse has ideas of her own about what sorts of public affairs she would like to take part in—which either have not been traditionally performed by the spouse or which are not high on the priorities of the development office. Yet actions the wife might take on her own can nonetheless be very helpful to the college. The president's wife as a woman can speak to and for women of various cultural and political persuasions. Her inventiveness will lie in discovering community groups, perhaps even in helping to create some, with whom she can talk about the institution's relation to the locality.

The combination of energy and tact which so many spouses exhibit leads them to involvement in many activities within the institution in which they may be expected to offer their judgment as well as their homes and their services. But the spouse must be wary even here lest she be drawn into arenas which appear plausible on their face but are actually enmeshed in controversy. Like a Peace Corps Volunteer in an African village who innocently accepts an invitation to the home of someone who turns out to be the leader of a rebellious faction, the wife may be invited to support a women's forum which has been staged or taken over by the more extreme wings of the many women's movements. This may appeal to some of the more active feminist students and to some younger women faculty and administrators, but it may offend the majority of women and certainly not endear the spouse to many of the men.

Dilemmas of the Volunteer

Today, volunteer activity is looked down on somewhat by those segments of the women's movements where there is insistence that only paid work of a full-time sort is worthwhile.[10] Given the animus vis-à-vis the volunteer, and the quite justified feeling of many presidential spouses that they are exploited by institutional demands, a number have wondered whether or not it would be practicable and desirable if they were paid a salary.[11] Such a question is also being discussed in the Foreign Service, where the wife of a top Foreign Service officer must often perform many of the duties of outreach which are comparable to the tasks of the traditional presidential spouse, although the danger of death at the hands of terrorists is indeed greater in certain hazardous posts in the Foreign Service than it ever was on even the most agitated campuses in the late 1960s and early 1970s. But some presidential wives with whom I have discussed the issue of pay are at best ambivalent toward the idea. I think of one president's wife who prepared herself to give a talk to a club in a medium-sized town by reading some of the literature already mentioned, such as *The Partners*, and she wrote: "There is another byproduct of this reading and thinking. A feeling of incredible inadequacy! There are long lists of qualifications and skills which are supposed to be needed to be a successful college president's wife. I possess only two of them: a liking for people and a high energy level. On all other categories I fail." To pay a woman so diffident about her own contribution might only make her more anxious. Quite secure presidential wives also have expressed reluctance to surrender the modicum of flexibility their lives as volunteers allow them through the constraint of having to justify in a visible way what they are being paid.[12]

There is further difficulty in that so much of what a wife contributes is impalpable to outsiders and sometimes difficult even for the wife herself to assess. Since residual nepotism rules have now generally been abolished, let us suppose that a particular spouse negotiates a salary or one is negotiated on her behalf on the basis of an estimate by the trustees responsive to her more visible contributions. What then will be the situation of a successor spouse? Will she (or perhaps a male spouse) come in at the same level of salary, allowing for increments for inflation? But suppose it is generally felt that the new spouse contributes less than the old? Can the stipend be cut without offending both partners and without humiliating both? Or, in the converse case, can a salary be raised without invidious reflection on the predecessor spouse? The situation is different, although perhaps still somewhat complicated, if the spouse holds a regular line position on campus for which expectations are set and hence where adequacy of performance, never easy to assess, can nevertheless be roughly measured. In the face of the difficulties I have suggested, it seems unlikely that in the future it will become customary for spouses to be paid salaries for their joint positions with their husbands.

Furthermore, I would not want to surrender to what I regard as the ill-considered attack on the volunteer. It is what Thorstein Veblen might have called a one-eyed view to conclude that only having a paid career with one's name on the door is a legitimate life course for either sex.

Involvement with Students, Faculty, and Staff

Among the spouse's clearly complex and manifold tasks is her job as a listening post for her husband. She may generally have more time than her husband to read the student paper, including letters and editorials and those news stories which are, in this age of advocacy journalism, disguised editorials. If the student papers of private liberal arts colleges and universities such as Texas, Illinois, and Michigan are any illustration, she is apt to find tendentious misinterpretation of what are alternately termed the malign, penny-pinching, and unfeeling goals of the president or "the administration," and she may be astonished at the self-indulgence by which student committees blithely disregard financial as well as political or cultural constraints under which the institution operates.[13]

There frequently is a vocal minority of faculty and students who want the college or university to behave as an ideal and idealistic institution. There must be no complicitous investments. At times students will back striking workers against the institution, although there is now a greater wariness about backing striking faculty who prevent hard-up students, desperate for the credential, from going to classes, or perhaps taking examinations.

Wives cannot avoid being caught up, if not directly then certainly at a slight distance and emotionally, in all such happenings. They must learn to cope and to keep their cool. For example, in arranging occasions at which both students and faculty are invited to the presidential house (depending very much on the size and locale of the campus), some spouses have found that even students who can viciously attack "the administration" enjoy being inside a home where there is a family with children. I have especially in mind here students who are away from their own parental homes and not the older students who have found homes or "meaningful relations" of their own. By inviting faculty members to bring their own children, an atmosphere can be created for which many students and faculty are grateful, provided that there is some way of making arrangements for small children which will spare the faculty couple from having to engage a babysitter.

Through the spouse's sense of humor, her feeling that loyalty to the institution runs only one way and is not reciprocated can be attenuated. One presidential spouse recently told me of a time when the couple returned from a meeting at eleven in the evening, completely exhausted, to find a delegation of students sitting on the porch of the president's house. Their only desire was to invite the students to "please clear out," but knowing they could not do this, they invited them in for cookies and soft drinks. In spite of late hour hospitality, the leader of the delegation proceeded to denounce the president in the most savage way. A few days later the same student came in to ask for a Rhodes Scholarship recommendation. The spouse could help the president see the humor in this, and they could laugh about it together as one of life's many ironies. However, it is surely the case that most presidential partners are today more vulnerable to vituperative attacks from students, as also to criticisms from their own children, than would have been the case in an earlier day. (I can recall that my own criticisms, as a student more than half a century ago, of what I considered the unimaginative architecture of the Harvard Houses had not the slightest effect on President A. Lawrence Lowell. I have known a number of contemporary presidents who were wounded, even if not frightened, when students screamed at them that they are racist or when they were attacked in the student or local press in the name of righteousness.)

Idealistic students and faculty may also want the president and the president's spouse to act as ideal citizens in their definition of what that means. The husband is criticized if he belongs to a club that excludes women, whether it is the Bohemian Club (for non-Bohemians only!) in Northern California or the Century Association in Manhattan. Of course, the partners must not belong to any social or country clubs which may be regarded as discriminating on racial or ethnic grounds, no matter how useful such a club may be as a locale for generating important support and also as a restorative retreat for the presidential couple. If a cross is burned on campus, as happened in the fall of 1980 at Williams College, there is no question as to how the spouse should respond to the outrage if, in the absence of her husband, she must speak for the two of them and for the institution. But there will be borderline cases of pranks and jokes which some on campus may regard as sexist or racist where reactions will not be so automatic, and where the spouse will have to bear in mind groups outside the community who would regard the event as not exactly a federal case—although there is little now that happens on campus that cannot be and is not turned into a federal case. When President James J. Whalen of Ithaca College expelled three undergraduates for parading across campus in KKK robes, the local press attacked him fiercely for treating a stunt with such seemingly excessive penalties, although the attitude changed when the next "stunt" involved swastikas and anti-Semitic graffiti.

There are instances in the presidency of the United States where having a wife express a different opinion from that of her husband can be an advantage, showing that a point of view which is widely represented in the country, but in terms of political clout perhaps a minority, gets a respectful hearing in the White House. Eleanor Roosevelt fulfilled this function superbly for Franklin Roosevelt; Lady Bird Johnson sought to do it for Lyndon Johnson, in part because she took as her domain such areas as environment and beautification. Rosalynn Carter often expressed the more graceful and caring concerns she shared with her husband and, at times, disagreed with him at least in emphasis on several issues. The leeway which the wife of a college or university president has to express opinions different from those of her spouse seems to me more limited, however. If her husband has concluded it was necessary to call out the local police to quell a student demonstration or riot, it would be permissible for her to express sympathy for injured students, but not for their cause. In general, as poll data in the last two decades indicate, women in general have a greater concern for peace and greater anxiety about the dangers of nuclear weapons than men do. However, when Mary Elmendorf, the wife of the late President of New College in Sarasota (now New College of the University of South Florida) actively campaigned in 1968 for Eugene McCarthy, this endeared neither her nor the college to the conservative residents of the Sarasota area.[14]

Throughout history, women have been peacemakers, even though when aroused to violence, some can be more violent than most men. In the conflicts of our time that agitate both the campus and its environs, the spouse can contribute toward making peace and finding bases of common interest and at least temporary harmony among groups, even groups of violent women.

The spouse's ability to invent such compromises and to move toward cooperation is assisted by the many occasions where she has a chance to listen and observe. She may have easier access to faculty wives, especially if the faculty wives are encountered in settings which are extracurricular, for example, a painting class or athletics or community activities such as the school board in which there is parental involvement.

I have already indicated the capacity of the spouse to serve as a listening post. All experienced spouses know they are told things which it is hoped will be passed on to the president, some of which they will keep to themselves as redundant or already known or adding to a moment of particular hazard. I might add in this connection that a spouse will often hear praise of her husband which people would be embarrassed to say directly to him, sometimes because they assume he knows he is good, or they fear to seem to be currying favor and believe they can speak in a less contaminated way to the spouse. But if she overadmires her husband, she will not pick up those criticisms or fumbles that are relevant for him to hear, where criticism is justified or may be helpful, no matter how unwelcome.

A college town of even modest size is likely to have a little theater and, if not a full orchestra, at least a few chamber music and chorale groups. There may even be a bookstore which sells not only T-shirts, textbooks, and pornographic bestsellers, but also translations of work by Francophone West African writers, modern Japanese novelists and social critics, Mexican and Latin American poets; and in addition an FM radio station and perhaps the college's own broadcasting facilities, an area in which many community colleges as well as four-year institutions have pioneered. My guess would be that many of these community resources were created in large part through the efforts of women, sometimes of previous presidential spouses. The incumbent spouse may if she chooses continue and expand these efforts.

Through all such activities, the president's spouse may have an opportunity to get to know the spouses of some local trustees and in that way gain a keener sense than the president may have of how the trustees react or how attentive they are to campus affairs. She knows, even if there is no formal procedure, that her husband is being constantly evaluated. She as well as her husband may be anxious when there are informal contacts between members of the board and faculty or administrators who are capable of transmitting information unfavorable to the president. She and her husband must live with a combination of institutional loyalty and metaphorical bags packed.

A number of presidential wives may feel they are required to know more about the institution, in order to interpret their husbands' tasks and opportunities, than they really care to know. One could say that many presidential wives serve the institution through a cluster or amalgam of interests and actions, each one of which may appear small, so that the constellation tends to be underorganized by any single constituency and to be felt by many wives as amorphous, problematic, and, in contrast to her privacy-denying visibility, intentionally conducted with a low profile so as to avoid even the appearance of imperiousness or a search for equal billing with her partner.

Relations with Women Faculty and Faculty Wives

One of the most difficult problems for the president's wife in a very personal sense, as well as politically, is likely to be her relations with women faculty members and faculty wives who are pursuing full-time careers. It is hard to overestimate the amount of mutual antagonism that exists between full-time career women and those who pursue a different sort of career, supportive of their husbands, of an institution, and of a locality, but who cannot be found on the organization chart.[15] Indeed, some of the most important people in a university are not on most organization charts: namely, the president's spouse and usually the secretaries of major administrators, most of them women.

On any large faculty today, there will be older women who are career women on their own without the help of the women's movements and Affirmative Action, and who are resentful of younger women faculty members who are courting their women students with "women's studies" programs and courses and are making some senior faculty women look old-fashioned and square. The activists among the feminists exacerbate the antagonism already mentioned.

The president and the spouse are likely to be at the stage of life wherein the children are grown if not flown—a stage at which the wife can think of taking up again some work of interest she has had and managed perhaps to keep warm on the back of the stove. She is likely to be happier if she can find the time to return to her part-time teaching or painting or entrepreneurship, indeed any work which neither demands full-time commitment nor the sort that can be performed only at a few metropolitan locales. Moreover, this may also help put her more at ease with some of the female constituencies surrounding her.

Changing Expectations and Short Tenures

When there is a change of presidency, unavowed expectations as to a successor couple are often built up which would be difficult to meet. In other cases, there are hopes that the incoming spouse will behave differently from her predecessor. I have in mind a private liberal arts college located in a small community. The spouse of the previous incumbent had made evident her disdain for the "local yokels." She was pursuing a doctorate in counseling psychology at a neighboring university, and there were some on campus who thought that her counseling technique might have been put to use nearer home base. However, precisely because of the relative isolation of the institution, the previous practice had been to depend on the presidential couple to entertain both town and gown. The presidential house was large and handsome enough, and provided by custom with sufficient institutional support, to make such entertainment seem feasible as well as desirable. When a successor was chosen, one of his qualifications, in the eyes of many, was that he should have a wife who was clearly outgoing and gregarious, someone who combined intellectual interests with the diplomatic talents of a Washington hostess.

If one has a chance to talk frankly with presidential partners about expectations for the future, there seems to be a general sense that a decade's tenure is a likely limit. (Sometimes, in fact, this amounts to two five-year terms, interrupted by some kind of assessment—inevitably anxiety-provoking, no matter how secure the president may feel he or she is in reality.) But beyond the uncertainty of the president's career, a female spouse is aware of the fact that women live longer than men, and are often slightly younger than their husbands to begin with. What happens to me, the wife will ask herself, if I should become a widow? How will I be able to translate my uncredentialed skills, my skills which are most useful when least visible, into a curriculum vitae when I may have to or want to seek a paid position?

I think the task of transition to a position other than president's wife is going to be easier now than it was in the past, since so many women have found that they can, sometimes with further education and sometimes without, return to the labor market and make use of their managerial skills, their "people" skills, their knowledge of how organizations function. However, many wives wonder, usually in silence, how they will support themselves while in the process of acquiring further education and developing a career if they should suddenly be faced with the death of their husbands, the loss of earning power, or divorce. A board of trustees will usually, as a matter of largesse or by contract, pay a departing president a year's salary, and not a few presidents are able to return to the classroom, sometimes with provision for this made in the same institution. (The State University of New York system gives every president tenure as a professor somewhere in the system.) But how will a board react to a wife in the case of divorce, or even of widowhood? Nadine Skotheim has written me that in several cases presidents on accepting a position have negotiated what is in effect retirement insurance for both themselves and their spouses. This seems to me a difficult tactic, which some boards of trustees might interpret as a prevision of disloyalty or even of feared incompetence, hardly the proper exuberent mood for a presidential inauguration. Here, again, I would think a go-between would be a preferable person to pursue such a negotiation.

Frederic Ness, former director of the Presidential Search Consultation Service, former president at Dickinson and Fresno State College, suggested in an interview with Nancy Axelrod that a president typically made his or her best contribution within the span of three or four years (Axelrod, 1982; cf. Ness, 1971). Miriam Wood, on the basis of her study of the relation between presidents and boards of trustees of private liberal arts colleges in the New England and Mid-Atlantic states, concludes that the rhythm of presidential tenure requires several years of on-the-job learning, followed by three or four years of more or less successful leadership (whether of a changed curriculum or a fund drive or some other presumptive legacy), followed in turn by a sense of redundancy on the part of the president and evaporating or declining good will on the part of influential faculty members, so that many presidents think it is wise to leave in the sixth or seventh year (Wood, personal communication). Correspondingly, perhaps in part responsive to a tendency in the United States to think in terms of decades, many presidents have come to believe that a ten-year span represents about the limit of effectiveness and a number of formal review processses, operating, for example, at quinquennial intervals, also mark the end of a decade. While in my judgment there is a simple-minded rigidity in such an outlook, as is made evident by the many presidents who have served successfully even in our times for many more than ten years, a decade is likely to find the president coming to the point in a career where only one more change of position seems feasible. There is no doubt that in a decade or sooner, the partners frequently state that they find the recurrent grievances of faculty members, and also sometimes of students, becoming increasingly wearisome, even though they have found ways of coping with all the perennial issues. They may also feel decreasing support from the trustees.[16] There are the additional factors that, within the last decade or so, faculty unionism has grown, often frustrating efforts to combat mediocrity and raise standards of quality. Similarly, state systems have spread in the public sector, with the presidents of individual campuses frequently caught between the demands of their faculties and staffs and the struggles for limited resources among the state institutions subject to the same authority (Munitz, 1981).

Power, Influence, and Leadership

Because through my work I know presidents and potential presidents, I am sometimes sought out by search committees who send me the job description for a candidate for the presidency of their college or university, and also I read those that appear in the *Chronicle of Higher Education*. Mostly those who design such statements appear to expect that the person they choose will *be* their definition of mission. Rare is the announcement, like the one from Dartmouth College in 1980, which sets forth three specific missions which are problems of this place and this time, and asks for candidates who are capable of dealing with them—one being the integration of women, another the integration of black students, and the third having to do with that eternal incubus of revising the curriculum.

Meanwhile, the president is caught in another set of political and cultural cross-currents concerning leadership itself. Leadership is both sought and distrusted. As I have already indicated, the president has much less power than many trustees expect him or her to exercise, and than many faculty fear that he or she may exercise. The president has a great influence, especially at a residential campus of moderate size, on the tone of an institution, and he or she may have the opportunity, even in the face of current financial stringencies, to shape particular areas by approving or withholding key appointments. However, many constituencies among faculty and students cannot distinguish formal power represented by voting in councils, assemblies, and committees, from influence based on persuasiveness in person or typescript. They demand formal power in the governance structure, often underestimating the cumulative influence they carry and hence sometimes incline toward cynicism; indeed, their belief that influence through talk, writing, and other forms of persuasion carries no weight tends to become self-confirming. This same blindness to the distinction between power and influence is likely to affect judgments of the spouse, who may be seen as having derivative power, rather than the mutuality of influence that operates in any good marriage. It is seldom understood by trustees or faculty or students that there is no such phenomenon as leadership in the abstract; leadership always exists in a context. There is no single leadership style which will be efficacious with all constituencies on most campuses, or any constituencies on a few. We need to learn more about followership if we are to have a less amorphous sense of different forms of leadership.

This is not to deny that very little can happen in a college or university that does not have support from the top, though the reverse does not hold, and support from the top will not necessarily, as the saying goes, move graveyards. The supporter of the support from the top is the president's spouse, and if the president is without honor in his or her own institution, the spouse is apt to be even more so, or she may be in the ambiguous position of having people be sorry for her because she is such a splendid woman, married to such a stinker! To live in that milieu and take advantage of the room for maneuvering that does exist requires a combination of humor and modesty, along with a realistic recognition of one's contribution.

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Notes

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[2] The dilemmas of a house that is not a home are among the many themes beautifully summarized by Marguerite Walker Corbally in her book *The Partners: Sharing the Life of a College President* (Corbally, 1977). Marguerite Corbally is the wife of the former president of the University of Illinois, a setting with multiple constituencies for which she has a poignant sense. Less systematic but wittily informative is Muriel Beadle's *Where Has All the Ivy Gone?* (Beadle, 1972). Muriel Beadle moved into the highly visible and accessible President's House at the University of Chicago when her husband George Beadle, a distinguished scientist, became the president of that institution. Jean Alexander Kemeny, in *It's Different at Dartmouth* (Kemeny, 1979, pp. 39-59, 146-155), has more to say concerning the hazards of living on campus in the midst of Fraternity Row with ample noise pollution, a product of the hi-fi era and of a general decline in civility.

[3] When a faculty member is released in accordance with contract, and not given tenure, the term almost invariably used by her or his supporters is that the person has been "fired." I have called the attention of many student journalists and other often cynical yet gullible protesters to Mary McCarthy's wondrous novel, *The Groves of Academe* (1952) in which a professor at a liberal college who is about to be released declares himself a communist in order to save his job.

[4] For a fuller discussion in an illustrative case, see Judith Block McLaughlin and David Riesman, "The Shady Side of Sunshine," *Teachers College Record* 87, no. 4 (Summer 1986): pp. 471-94.

[5] The "Candidate Description" for the Swarthmore College presidential search concludes with the statement, "While an individual should show willingness to accommodate his or her life to the needs of the College, equivalent spouse commitment is not a pre-requisite, as the College is prepared to make necessary arrangements to support the President's social responsibilities." Paradoxically, the *Swarthmore College Bulletin* (Smith, 1981, pp. 12-18) carries an article entitled "Elizabeth" in which Charles G. Price, of Swarthmore's Board of Managers, declares, "[Elizabeth Friend's] involvement with the social life of the campus is terribly important—her work with the Penguin and other organizations, for instance. These are useful in their own right, of course, but they are invaluable to the president. Her liveliness is a great asset; her easy way of talking to all sorts of people helps the president to sense the spirit of the campus. A cooler, more reserved person would not be so effective." Boyd T. Barnard (Swarthmore '17), emeritus member of the Board of Managers, declares, "The

wife of the president has a difficult job, and a most important one, and it can, in many ways, make or break the presidency. But no matter how you want to define the position, Elizabeth fulfills its obligations perfectly." Elizabeth Pierson Friend is herself a scholar, teacher, poet, and artist. The incoming dean of the college, Janet Dickerson, notes how Mrs. Friend can manage her activities, for example, keeping careful records of guests and seating charts. (I regard such traditional but now often deprecated hosting as admirable [cf. Riesman, Watson, Potter, 1960].) Dean Dickerson states, "She does things in a traditional way, but she is not a traditional woman. She puts her own signature, like an artist, on her clothes, her parties, her activities. She has a style that's entirely her own" [pp. 13-14]. Mrs. Friend is not the only presidential spouse who has has to suppress an earlier fear of flying whom I have encountered in person or print; Jean Kemeny describes her anxieties as well as the exhaustions of jet lag and overfilled schedules (Kemeny, 1979, pp. 124-134).

[6] Contrary to the assumption given widespread publicity by William H. Whyte, Jr.'s discussion of "the wives of management" in *The Organization Man* (Simon & Schuster, 1956) in which he argued that the wife of a corporate executive had to toe the corporate line, there is relatively little control of or interest in the wives of managers of large corporations. Exceptions must be made for managers of plants located in small communities, where the spouse of the still generally male manager may be involved in local public relations and entertainment as well as in providing support for top-level employees and their spouses who may feel marooned in the area. However, in most instances, the wives of managers are not called upon to fulfill the function of entertainment or community relations for the company (in this respect, at any rate, our corporations resemble the more productive and harmonious Japanese business enterprises), and it is not a serious problem for a male corporate executive if his wife has a career of her own except insofar as this career may inhibit his horizontal mobility and hence his chances for vertical promotion—an issue which is shared with the family of the college president, who may not be ready to move to another institution at the same time this would be optimal for him. A corporation might be hesitant about employing an executive whose wife was known to be an alcoholic, but in the desperate struggle for capable business executives, they would not hesitate to recruit a talented prospective manager because his wife lacked social graces.

[7] It has been my experience in observing search procedures that women are more inclined to think in long-run, system-oriented terms than men are. When men find a plausible candidate, they often want to get the anxiety-provoking and time-consuming affair over with, whereas women on a search committee, usually shyer in expressing themselves, are sometimes more apt to think ahead as to what this person may be like in ten years and how the candidate will wear as an incumbent.

Married women trustees, especially of an older generation, not themselves active in careers, are also inhibited because they readily conclude that they do not have enough knowledge of budgetary or accounting issues, and they cannot put their surmises concerning the long-term future in crisp, quantitative terms. One could put the matter a bit differently and say that women who have presided over a family have had to think about long-run implications for the future of their children, of their neighborhood, of their own actuarially likely widowhood, while their menfolk were engrossed in the dailiness of life. In other words, the wives are more prepared to think in system-oriented terms, though they are not accustomed to putting it that way. (Even young girls, when puberty comes, are forced by the menstrual cycle to think ahead: will I be under the weather when I have to perform in a dance or play or athletic contest, when I have a special date—or, later, a sexual liaison or a set marriage date? Boys have no equivalent physiological reason to think ahead, and their whole peer culture militates against their doing so.)

[8] Practices and circumstances differ concerning the extent of help a departing presidential couple may provide for their successors. Jean Kemeny has written that she went over the president's house with her successor, speaking into a tape recorder so that what she said about each relevant item could be recalled. But there are many situations, especially where there has been a hiatus and an interim or acting president, where the departing incumbents and their successors do not meet—although there are few situations as awkward as the one where the former president remains on campus as a professor or in the local community as an active agent, sometimes going to the lengths of Harold Taylor when he was no longer president of Sarah Lawrence College in telling students how marvelous it had been under his own regime and thus undercutting the less flamboyant incumbent. In one case, where the incoming president's wife asked her predecessor about members of the

administration and faculty vis-à-vis whom she should be wary and vis-a-vis whom she could expect help, she was told precisely nothing. When she met her predecessor later, and talked about her difficulties with so-and-so, her predecessor said that she had anticipated such difficulties but did not want to prejudice the judgments of the newcomer. Actually, she could have given warnings which would have been salubrious!

[9] Judith McLaughlin and I have concluded that search consultants can also, at the conclusion of a search, serve as go-betweens, more knowledgeable concerning the setting and the issues than most lawyers at that point could possibly be. See David Riesman and Judith McLaughlin, "A Primer on the Use of Consultants in Presidential Recruitment," *Change* 16, no. 6 (September 1984 12-23

[10] Work as such, a mere paying job, is not esteemed, either. There are millions of working-class wives or women who are single parents who work because they have to. Such women were "liberated" from the home as early as the Lowell and other mills were established in this country, and down to the end of the last century when women took the place of men as stenographers and in many similar white-collar positions. The educated "movement" women are in search of careers, not a sequence of jobs. And they tend to look down on careers which have been those traditionally occupied by women, often poorly paid, such as in the helping professions of teaching and nursing.

[11] Sue Young, spouse of Charles Young, chancellor of University, Los Angeles, explored the advantages of a salary in *The President's Spouse: Volunteer or Volunteered?* edited by Joan Clodius and Diane Skomars Magrath. Washington, D.C.: National Association of State Universities and Land-Grant Colleges. 1984.

[12] Kay Bergethon (Mrs. Roald Bergethon, wife of the former president of Lafayette College and later interim president of New England College) has commented that the contemporary nepotism rules, while permitting spouses to be on the payroll of the same educational unit, prohibit situations where one is the superior and the other the subordinate, although it is not clear to me that this is an appropriate way to describe the dual employment of the partners. Mrs. Bergethon also mentioned several candidates for a recent presidential vacancy who are husband-and-wife teams, seeking joint occupancy of the position; the search committee declined to pursue these candidacies.

[13] In a study of the relations between presidents and boards of trustees of small liberal arts colleges, Mrs. Miriam Wood has discovered that one of the main sources trustees use to inform themselves concerning presidential performance is the student paper; the trustees say they discount what the paper reports, but often cumulative complaints help produce uneasiness among the trustees. In one medium-sized Midwestern state university, the trustees have asked that copies of the student daily be mailed to them by the administration immediately on the day of its appearance, rather than waiting to receive it in the normal course of delivery. Of course, stories in the local or national media are taken with the greatest seriousness even when they too are clearly products of advocacy journalism, and presidents may compromise many grievances where they would stand a good chance of winning before an appropriate tribunal, in order to avoid adverse publicity (Wood, 1985).

[14] For fuller discussion, see Grant and Riesman, *The Perpetual Dream*, 1978, chapter 7.

[15] The power of the antagonism between a full-time career woman and the more or less full-time homemaker-volunteer probably reflects the fact that each misses something in the life of the other. The career woman may feel guilty about some neglect of her own children, parking them in day care centers of doubtful provenance when young, and unable to be with them continuously when they are ill or on vacation from school. Or she has decided not to have children and yet has a certain longing for motherhood. On the other hand, many homemakers who have had excellent educations or possess unusual talents may conclude that they could have done more with their lives, and envy the at least seeming freedom of the liberated career woman.

[16] Mrs. Miriam Wood, in the study previously referred to (Wood, 1985), reports that the presidents she has interviewed find that trustess provide little help in either support or assessment; indeed, assessment, whether on an informal, day-by-day, or sometimes annual basis, or in more formal fashion, only increases opportunities for vindictiveness on the part of faculty or "middle management." Hardly any trustees recognize, let alone diminish, the partners' loneliness. Members of the board who either preferred another candidate or come on the board after the president was

chosen frequently believe it is not their obligation either to support the president or to make a serious case for his or her dismissal.

A study of search procedures on which Judith Block McLaughlin and I have been engaged has also turned up instances of not always benign neglect on the part of trustees. For example, those trustees not directly involved as members of the search committee for a new president frequently pay little attention to interim search committee reports sent to the entire board, along with materials on the leading candidates. Hence, when someone has been selected, these relatively indifferent trustees feel no particular sense of obligation to support the person chosen, and are sometimes available to undermine him or her when obvious conflicts arise; some will invite complaints behind the president's back on the part of faculty members and junior administrators. Our studies are in their inception and no hasty overgeneralizations should be drawn from these comments, in the light of the very great differences among institutions.

II

The Partnership Model

2 Great Expectations: The Spouse's Role in the Presidential Partnership

Commentary by Three Presidents

Lloyd Watkins

President, Illinois State University

I really have only one claim to expertise on this topic: I am intimately acquainted with a president's spouse who has been remarkably successful at two different universities. Mary and I now have had nearly seven years of experience as a "presidential team," and much of any success I may have enjoyed is attributed to her. I asked her to read this manuscript very carefully. She did, made some amendments, some suggestions, and, while any flaws in it are mine, she has, in general, given it her seal of approval.

First let me deliberately limit the scope of my remarks. I cannot say what the expectations are for the spouse of a president in a situation other than one identical to that at Illinois State University. I think that's very important. I'm trying to be descriptive, rather than prescriptive, so please understand that if you didn't wish it the way we have it, that's fine with us because we're happy where we are. And hope to keep it that way.

Illinois State University has 21,000 students, 19,600 of whom are on the Normal campus. It is a highly residential (we have housing for approximately 8,000 students on campus) and I would say a rather traditional college in the heart of mid-America. The twin cities of Normal and Bloomington (there's just a street, appropriately called Division Street, that separates them) have together about 80,000 people. It is not avant garde in any particular sense of the word; neither is it suffering from any form of "mad dog conservatism." Normal-Bloomington is a nice, normal, pleasant, reasonably affluent community.

I am not able to guess with any degree of accuracy what might be the expectations were the president of Illinois State a woman. My guess would be that the spouse of a female president would enjoy or labor under a substantially different set of expectations. In some respects, the expectations of the president probably would be enlarged to include what the wifely role currently accomplishes. That may not be fair, and I'm not arguing that it is, but I think that is probably true.

Let's start with my expectations. Mary and I have been married for thirty years. I tend to value her judgment highly and I bounce ideas off of her for her reaction. Certainly a president needs someone to talk to about the frustrations and the problems. I expect good, but sympathetic counsel, and I feel I get it. From each other we expect love, loyalty, and understanding, the things which I feel everyone with a good marriage expects. Frankly, I don't believe a bad or an

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This program was presented to AASCU *spouses at the association's annual meeting in November* 1979, *San Antonio, Texas.*

indifferent marriage is likely to survive a university presidency, and many of them do not. My helpmate expectations are pretty traditional and in line with the values of the traditional presidential couple stereotype. I don't argue that this is correct. It is attributed partly to our generational tie, partly to our mid-American rearing. Sometimes I suspect my expectations annoy Mary, and so I try to make the good things—the travel, the intellectual stimuli, the ferment that only a university campus has—outweigh the mundane.

Our community and our faculty do not demand the impossible from Mary. However, sometimes they do not and cannot realize that because of your spouse's position, you are invited to so many different things that you cannot possibly attend them all. There are often conflicting invitations, sometimes as many as five or six a day. In general, Mary accepts the first one and regrets the others. However, we put them in a holding pen for a little while and, if it appears that one is, by whatever judgment, more important for the welfare of the university, then she accepts that one.

We go out a lot, we entertain a great deal, and we enjoy it. I think that it is appreciated, and frankly, generally expected. Our community is informal and the people, as with most people everywhere, appreciate genuineness and friendliness. Mary enjoys people, as I do. She opens our house to many groups for appropriate functions but has managed to maintain the view that it is our home, and not a public hall. As she points out, this view is difficult to retain sometimes. It is easy to get overbooked for functions at a university residence because if one group has a reception or a meeting there, then others naturally feel that they should also.

We entertain at home a good deal more now, since our children are older. Children, when they're smaller, don't want outsiders milling around all the time, expectations notwithstanding. A president's wife has to guard her children's privacy as well as her own, and her husband's. All can function better if they make some time for themselves. People are generally understanding if sometimes you say, "I'm sorry, but we just can't put another thing on the calendar for now," or, "We need some time alone or with our children and we'll just have to skip this particular event." I may be wrong, but I have an intuitive reaction that, if you're out front with it and say, "Hey, look, we're a family, too, and give us a raincheck," the respect with which you're held in the community will not drop, but will escalate. I believe the community and the faculty realize that there are many of them, but only two of us, plus our three sons, and that we need some time to ourselves.

Because we are part of a university system with a central office, we are not as heavily involved with legislative entertaining as perhaps some of you are. We have an excellent group of four local legislators, and we see a good deal of them and their wives. We do some legislative entertainment centering around sporting events and our dramatic and musical productions. Again, for us the key seems to lie in informality and genuineness.

Not all of this entertaining involves our home, though much of it does. Some of it involves affairs in our university union auditorium complex and that, of course, is helpful. To function well in this environment, there are certain requirements. First, Mary needs a home which lends itself to entertaining. Our current home is a state-owned residence, although when we were at West Texas we had a generous housing allowance. You will find different answers to the question of which is better. For us, having a private home would be a disaster because we couldn't get help. We had the money to get help in Texas and we couldn't find it. Now the house is taken care of by university personnel as is any other state building. The house is on university property, but it is removed from a campus situation.

Second, Mary needs sufficient help to allow her to meet the various expectations we have discussed. If she's going to help me and be a hostess to as many 1,200 guests a year, she can't be expected to do a lot of floor scrubbing and pie baking. We don't have a cook, but we have a great food service that provides everything, including total clean-up when we entertain. Mary considers a nice home and good help as compensation for being the "unpaid partner." It's easier to be a good hostess with good help.

Third, she needs to know that what she does is appreciated. Most people are appreciative, and I'm the first person who should say thanks—I hope I do it often enough.

I realize that I have not provided many new insights, but I have tried to describe accurately what I perceive to be the expectations of my wife in our university community. Question: could she pursue a professional career, if she desired? I do not believe she could entertain as many people, or participate in as many activities or meet the professional demands made upon her for the simple reason that her other professional demands would drain her energy and limit her involvement. I do not think that in our context she could become actively involved in partisan politics without hurting me a great deal. I've seen it tried in mid-America, and every time it's been painful.

Our public behavior is best described as proper but relaxed. We go out a great deal; have a drink before dinner; go to athletic events; participate in our church; and we enjoy being with our three sons, although two of them are now away at college. All these things we do because we wish to do them. We try to retain a sense of humor, particularly about media coverage.

I have tried to cover some expectations of Mary, and I think she meets them well. It is a strenuous life; it is never boring, we meet interesting people, and we have a lot of fun. I expect we would not be much different—although the scale of our activities would be—if I sold shoes and Mary were a secretary.

Fred Taylor

Chancellor, University of Arkansas
at Monticello

I, too, have to qualify my remarks according to the type of institution, the type of community, and the type of people with whom Janice and I work. We might act differently in another setting. The expectations are not placed just on her, but on us as a family, just as with every other presidential family. I recognize that there are many female presidents now in the country, as alluded to by President Watkins, but I'll assume today that we're talking primarily about wives as being the other partner in the relationship. The expectations of the college president's wife vary from community to community, as we've already said—by the size of the institution, the geographical location, and various other characteristics.

The institution that I represent here today is a small (1,700 students) liberal arts institution located in the southern part of the country—deep in the southern conservative part of America. The expectations for Janice and for me would change if the institution grew larger, and certainly would change if we moved to different settings.

The expectations at any small institution can best be categorized by what I call four syndromes. The first one is the "pachyderm syndrome," or developing a tough hide. The president's wife must understand that public scrutiny and criticism go with the job, and therefore she must learn to ignore such statements as the following six:

- If I had your household budget, I could look pretty all the time, too.
- Do you take a nap every afternoon?
- Have you heard about your husband and his secretary yet?
- Don't you get awfully bored with nothing to do?
- How do you spend all your time?
- I guess you sleep late each morning.

I could go on. Each of you has heard these statements over and over again, and they always tend to make you angry, don't they? The spouse is expected to endure the animosity of the envious, the stares of the curious, and the adoration of the serious with equal generosity. She's expected to understand that expenditures, however badly needed, will always be under close scrutiny, and will elicit such typical comments as: "Why would you roof the chancellor's home when other things need money?" No one ever recognizes that the home may be fifty years old and still have its original roof. At a hosted function for the faculty, someone will ask, "How much did that cost?" Or, after she spends all of her own Christmas money to come to this meeting, someone will say, "Is your travel paid from faculty travel funds?"

The second syndrome is the "loneliness syndrome," or "the busier you become, the lonelier you get." Here she's expected to understand how a person can be so terribly busy and yet so lonely, so caught up in a crowd, yet so all alone. It comes from having to work so hard that you really don't get the satisfaction you deserve in much of the work. The president's wife must realize that institutional service is fulfilling, but not totally satisfying; that it exudes feelings of importance, but not necessarily the fulfillment of personal pleasures. She has to understand that people in the community will think of her first when developing the invitation list to the library dedication, the AAUW, the Little Miss contest, or the Salvation Army Bazaar, but it will seldom occur to them that she also might enjoy such common activities as cookouts, boating, hikes, or even a beer bust. She is expected to understand that people attach to the presidential family a sufficient amount of mystique, glamor, elitism, and intellectual snobbery necessary to set it apart from the normal family.

The "loneliness syndrome" also manifests itself in the personal friends you select or choose to maintain. Unfortunately, many of the spouse's long-standing friendships are severed or at least severely strained by the personal decisions of the president. This is particularly true for those presidential couples who are appointed after long and successful faculty and administrative careers on the same campus.

You have probably been close friends with at least one couple for years, and many of you may be able to continue this relationship, but most of you will not, especially if the university administration has to make an unpopular decision regarding the professional future of the couple. At this point you as a spouse find yourself in a very awkward position. What do you say to your closest long-time friend whose husband has just been fired by your husband—"Hi! Let's get together tonight for cocktails"? No, but for the first time in your life you realize what may have given rise to the "loneliness syndrome" in the beginning. It is lonely at the top for a reason.

By the way, Janice and I have talked about these syndromes. In fact, we agree on the whole presidential relationship, and took it with the understanding that we did agree on what she would do and what I would do; and I think that's very important.

The third syndrome is the "alter-ego syndrome" or "for better or worse." President Watkins alluded to this and I think it's extremely important. This may be the most difficult one for the spouse because in many ways it forces her to lose her identity and to gain any feelings of importance vicariously through her husband. Presidents can help minimize this and they should. I was pleased to hear President Watkins say what he had done to help offset this. But even with special assignments, many of you will go through the very trying periods when you feel that your efforts aren't appreciated or that you're just a social hostess.

Janice is expected to be the one person who fully appreciates my expectations, goals, and aspirations for the institution, while at the same time, shares my frustrations and anxieties and failures. Each of you has sat home in the evening and listened to the complaining, and that is not an easy task. It's a very important role, and it takes a lot more to be a good listener sometimes than to be the person speaking.

You are expected to be so involved in the life of the institution that you can gain enough satisfaction from those fleeting moments of student achievement and expressions of love and affection to carry you through any undesirable aspect of your position: We both share the emotion and the sense of achievement when a graduating senior hugs us and sobs with silent gratitude; or the shy student touches our arms while trying to be friendly; or a medical student returns to thank us for our personal intervention on his behalf; or the orphaned minority student invites us to her music recital because we're the only two people she knows who might be interested in her.

One of the most important things that the president can do is to give the other partner something to do on campus that is important and worthwhile. Janice serves as our design consultant. The physical plant people weren't too crazy about her at first, but they are beginning to get a little better. Before we arrived someone had been able to buy 12,000 gallons of military green paint and everything was green. It's taken us three years to repaint the campus and develop a coordinated color scheme. You need to feel important, too, and the president can help you to do that by giving you assignments that are worthwhile—not busywork, you've got enough of that.

We try to find things that we can do together and I think Janice appreciates that. The spouse is expected to feel a part of the institution by performing important tasks officially assigned by the president and by seeking other university involvement on her own, but keeping in mind that if she does a thousand good things, the president will probably get the credit for them.

In your "alter-ego" roles you need to understand that seemingly unimportant, casual statements become very authoritative when coming from you. It takes about two or three of these to get used to it. After that they don't sneak up on you any longer and you no longer volunteer information. Also, you can expect to hear statements that people want the president to hear but don't have the courage to say to them. You become a ready avenue of communication. You will also learn not to respond spontaneously even though some of the statements may be painful.

My fourth syndrome is the "lifestyle syndrome." We made one decision when we moved from a larger town with few traditions to a town farther south where tradition is established by "native families." When we moved from a major university to a small college, we decided that we would pattern our lifestyle after the local "norms" without sacrificing all of our personal viewpoints. Lifestyle is the most difficult expectation of the presidential family. The presidential spouse is expected to realize that each community is characterized by a set of mores dictating standards of acceptable and unacceptable behavior. Regardless of how absurd some of these may appear or how they may conflict with one's own standards, the spouse must learn what the parameters are so she will not violate them, yet not sacrifice all personal rights.

She has to realize that there are local codes of behavior and social conduct in small towns even for college people. She must realize that rural politics are still primarily a man's world, not to be invaded by "aggressive" women, particularly outsiders.

Now I've talked about syndromes as being things not quite as desirable as we would like. I spent most of my time dwelling on those unpleasant characteristics of the position because they appear to occupy a disproportionate amount of our concerns. There is, however, a positive side that I refer to as "beyond all expectations" or "all's well that ends well." In spite of all the social, moral, and political expectations imposed on presidential couples, most of us wouldn't trade the opportunity for positions of more privacy. While most of us complain about the unreasonable amount of time, or the unreasonable amount of intrusion into our private lives, or the absurd expectations placed on us, most of us still feel it's worth it. It may be that the expectations that we complain about most are the very things that make the position attractive, challenging, and desirable. While we view them as being negative, externally imposed, and restrictive, they are really symptomatic of society's way of recognizing and reacting to positions of respect and authority. You should be far more concerned if there were no expectations, no rumors, no gossip, no intrusions, and no invitations. With everything worth having, there are expectations imposed on the affected parties, whether they are politicians, professionals, movie stars, or public servants, such as presidential partners.

In conclusion, let me leave you with four concepts that may help you, particularly those of you just beginning.

First, you are a very important member of a team doing a difficult job. I think it speaks highly of AASCU that on this occasion we finally have recognized that formally, and that's why you are in this room today. Second, there are certain things that go with the territory. If you can't take it, don't get in it. As President Watkins said, there are some people who could not survive presidential partnerships. It's sacrifice, it's tough, and even at best, it's trying on marriages, even strong ones. Third, whatever you face, you're not alone. You're not the only one who has had the problem. You begin to get paranoid, don't you? You begin to think, am I the only one who can't do this, who can't do that, who doesn't have any money to do this? You're not alone, we've all gone through the same thing and are still going through it. Fourth, the presidential partnership must be developed with mutual consent. It must take into account all the external expectations, but it also must recognize the perceptions and expectations of the affected parties.

Alan Guskin
President, Antioch College, Ohio
(Chancellor, University of Wisconsin-Parkside at the time of presentation)

The title of my talk is "Dual-Career Marriage and the President's Spouse." I think it's important to understand a few things about Judy and myself as we discuss expectations.

One, Judy has her own career and always has. It's not something that emerged in the past few years. Therefore, the expectations of that relationship have been clear since we were married.

Two, our style of life as a dual-career family is not unexpected given a number of factors. One, my age. I was thirty-eight when chosen as chancellor. Another was the publicity about Judy's career. When we first went there it was a novelty for a lot of the newspapers, even though 50 percent of the women in the United States work.

The other major issue, maybe the most significant of all, is the changing nature of our society that enables women to have careers and professions, and thus leads to dual-career families.

My experience as a chief executive has been at two campuses, one a private university, Clark University, where I was acting president, which is very different than being president. It had its own board, primarily a local board. It was a residential campus established in about 1870. Judy was a faculty member at the university. We went there as a couple, she as a faculty member and I as provost, and that did affect what people expected of us. UW-Parkside, where I am the chancellor, is a public university, has no board of its own (we have one system with a board for the entire system) and no dormitories—it's a commuter university. It is a ten-year old regional university serving the Kenosha-Racine area of 300,000 people, which is the third largest metropolitan area in the state. The university is located between the two population centers, so we do not live within one or the other community.

If we're open about discussing the role of the president's spouse, we must face the reality that we're talking about our most personal relationship, directly involved with our own personality, and our own identity and self-image. Many presidents are trained by experience to depersonalize most of their decisions. It is my feeling that it is unhealthy for us—the spouse, the president, and the university—to depersonalize our conception of the proper role of the spouse.

Before continuing, let me give a couple of caveats. I believe that the relationship between the role of the president and the role of the spouse is closely related to the relationship between the husband and wife, so what I will say applies only to me and my wife. I am not suggesting that others should follow.

Second, the role of the president and the role of the spouse are closely related to the type of university in which a president is serving. My university is a special kind of institution. And, importantly, the previous chancellor did not entertain very much. That was a tremendous help. There are many models of a president-spouse relationship that are very different from mine and Judy's which are as successful for the individuals as ours is for us and our university. We have interacted with a lot of people over the years and deeply respect the different models.

My own feeling is that the presidential spouse role must be consistent with the particular interpersonal relationship of the couple over the years prior to the assumption of the presidency. The president or chancellor should not construct his or her role and that of the spouse solely, or even primarily, on the basis of what he or she thinks is expected of him or her. There is always more flexibility than we think, mainly because there are always conflicting expectations. Ultimately, the personal well-being of the president is a critical variable in his success. Therefore, one's role, and that of a spouse, must be developed to facilitate the well-being of both. This can be done only when each partner feels relatively comfortable about his or her own and the other's behavior on a day-to-day basis.

This doesn't mean that there won't be strain: there is strain in any interpersonal relationship. It does mean that there will be less strain than if the concern for the well-being of both is not taken into account. One individual's ability to withstand stress at high levels of uncertainty may be very different from that of another. The president may thrive on moderate levels of stress, especially—and I emphasize this—because of the support staff and ego inflation that surrounds the president. On the other hand the spouse, who has less support staff, less ego inflation, and less influence over the elements that produce the stress, may experience high and less functional levels of stress. The president and spouse must work out a role for the spouse that provides some shield from high levels of stress, much as a president's staff will do for the president.

The president's role changes over time, from internal to external, from external to internal, and so can the role of the spouse. The ages of the president's children may have an effect on the spouse's role. As the children get older, new options may be available whether or not the spouse is independently employed.

My own conception of my wife's role: As I said, my wife is a professional, employed full time. She has been so employed for fourteen of the twenty years we have been married. Of the remaining six years, four of those years she was employed half time. She has a Ph.D., as I do. When we were married, both of us expected to be professional people. We have two young daughters, one nine and one fourteen, and we both are involved in caring for them; however, she feels much more responsible and thus suffers much more guilt than I do when we are away from them. I must add that she travels much more than I do and, therefore, suffers much more guilt. We have hired a non-live-in, almost full-time housekeeper, who is a surrogate grandmother. In fact, my nine-year old wanted to invite her to "grandmother's day." The woman is about sixty-two years old and deals with many of the needs around the house and the children.

We live in a state-owned house of modest size and with beautiful grounds which are maintained by the university's physical plant department; and it's going to stay that way—I don't like to take care of the snow.

I believe very deeply that I was hired as the chancellor of the university, not Judy. The search and screen committee knew that, and I dicussed it with the two senior vice presidents of the system when I was being interviewed. I didn't make a big point of rejecting other roles, I just affirmed the role that we have.

I attend university events and community events without Judy most of the time, except for special events that are extremely important to the university. We talk openly about it and I will tell her "this is one we have to attend." But most of the time, she doesn't even know the events take place. About four or five times a year, I ask her to go to the community events that are important to attend. She also attends a lot of the events that she enjoys, such as dinners for visiting celebrities, dinners with faculty members in the house, and cultural events on campus. These things we attend as any couple would, although when we go, we're not any other couple—the public nature of my role prevents that. I believe that most of the people in the university and community have grown accustomed to her not being present at every event, although they might prefer it otherwise. When asked, my response is that she is out of town working, which she often is, she's home with the children, or she's doing something else. At the many events where there are many spouses present, this is a common question. However, I have not experienced any serious or even minor problems as a result. This leads me to the issue of expectations. They no longer expect her to be there and, therefore, believe that there isn't any problem with her not being there.

We do major official university entertaining about nine times a year, mostly in the fall and spring, in the house. We always hire special help and make arrangements to minimize the effects on the family, and I have no qualms about that. Judy's responsibility is relatively limited: we have people who come to the house to cook, serve, and clean up. Often she is sitting down and I'm serving. There are a few special occasions for which she has helped me out and attended for me, as when I am sick.

I believe there's a growing respect for her independence, primarily because of the changing realities in the social environment, the women's movement, men facing the reality of their own wives aspiring to careers. People know that she works at another university, and very often are interested in finding out what she does. But, as with everything else, there are costs and benefits.

She does not get involved in day-to-day university problems; she brings home her own problems and that's important because it reduces a tendency to debilitate her as well as me with my university problems. In effect it creates a kind of reinforcing situation—I bring home a problem, I complain bitterly, she complains bitterly about her problems, and I back off a little bit. There was a point for one year when she didn't work, and when I brought home a problem she would start to get worked up about it. Then I'd solve the problem and she was still worked up. That is one of the problems of the nondual-career family. Because of the support staff and because of the ability of the president to influence events, he can be very, very annoyed and angry about something, and two days later it is resolved. But he may have forgotten to tell his wife and she is still angry. Then you have to deal with your wife's anger about something you have resolved already. It's an interesting problem.

There are benefits to not being so involved. She obviously doesn't have the psychic energy to worry about my problems. She does have an independent perspective on my concerns when we do talk about them, and we do talk very often. When I ask her for advice, she can give me an alternative that is not necessarily based on what she expects me to believe or want, mainly because she has her own set of experiences. Very often she takes a faculty perspective. She can bring me down to earth about what may be the reality of another perspective that in my emotion on a particular issue I may have forgotten.

There's a cost, too, to be honest. The cost basically is that there are times when she is tied up with her own problems and I have to help her. Yet, at the same time, inside my head I'm trying to deal with my own problems. That happens every now and then, and it's one of the facts of life of a dual-career family, whether you're a president or anyone else.

There are times when the amount of psychic space is so limited that you just can't ask another person for help, even though you desperately need to share and to talk. I don't know how you get out of that, but it was part of the life we had before I became president, and it will be a part long after I'm no longer in this role.

Obviously Judy cannot divest herself of my role. On many occasions the fact that she's a chancellor's wife is enjoyable and helpful in what she's attempting to do. It gives her more influence on some things, and since she's a good political animal, she knows how to use it. Sometimes it's a hindrance and sometimes it hurts. Recently we had a case involving the nonrenewal of a contract of a political activist in the community who was working with groups of people with whom Judy works in her job in Milwaukee, which is not that far from the Kenosha-Racine area. The person's friend got to some of Judy's colleagues, and she was hassled a little bit about the case. So, among the Hispanic people with whom she works, there was some strain because of the decision we made on the campus. I would have loved to have been there when she told them, "If you want to find out what's going on in the university, call my husband, don't call me. I don't know what's going on." And, except for what she read in the newspapers, she didn't know the details of what was going on. That happens every so often, and it's painful when the group with which she's dealing is angry at something I've done. That would be true whether she is a full-time professional or not. It would be true if she were on a board and the people on the board didn't like something I did.

There's also the issue that arises when people question why she is working when her husband is a chancellor. She lost a faculty position at another university because the individual did not think that a chancellor's wife should be working. Yet she did not do the things she normally would have done to challenge that position. She was in a double-bind situation. We talked about it and she knew what the repercussions would be since she would ultimately be challenging one of my chancellor colleagues in the same university system. It was a clear case of discrimination because she was a woman and she didn't do anything about it. It's very difficult and there's no way out of that. Both of us were very unhappy and disturbed.

In conclusion, the spouse role that we have agreed to is required given our personal relationship, the expectations of a twenty-year marriage, and our roles as father and mother. We enjoy it. It's exhausting, but I think everyone's role is exhausting in this business.

Partners Still! 3

Marguerite Walker Corbally

Author of *The Partners:*
Sharing the Life of a College President

I had some difficulty preparing my remarks because of the necessity for giving consideration to a few male spouses. Understandably, I have seen the situation we are discussing today through a woman's eyes. I realize that many of the emotional and psychological pressures which come to bear on the president and the president's family affect the spouse similarly whether the spouse is male or female; however, much of what I perceive to be the job of the wife of a president involves operating an official home. Burdened as I am by hundreds of years of stereotyping, I assume that male spouses are not running official homes or functioning as unpaid employees of the school or college. I may be completely mistaken on this point and if I am, I would like to hear from the men during our discussion period. Meanwhile, I find the word "spouse" unattractive. It sounds like a growth. Alternating his and hers is cumbersome. Since the men here are so greatly outnumbered, *all* ought to understand if I persist in thinking of the chief executive officer as a man and the person trying hard to support all of his efforts in his work while maintaining all of their personal and family concerns, as a woman. I would appreciate it if *you* would supply the "his" or "hers" as necessary.

For the past twelve years, most of my speeches have been designed to convince my audience that being the wife of a college or university president was a full-time job. Frequently I had an audience of one . . . my husband. On other occasions the audience included university presidents, their trustees, students, faculty, faculty wives, graduate students and their wives, and members of the community-at-large. All doubted that being married to a college president involved anything more than just "keeping house" and enjoying the perquisites of the position. I was seldom able to convince them otherwise as the outline of my job eluded me. Which were truly my responsibilities? Was I taking more on myself than necessary? Was I accomplishing successfully the things for which I was truly responsible? When I had so few answers for myself, I could not be very convincing to others. That was when I decided to do the study which resulted in my book *The Partners: Sharing the Life of a College President* in 1977. I was searching for a job description which would enable all concerned to understand the wife's position and provide her the support services she required to meet her obligations. I found very few women able to describe their jobs well, yet practically all knew they were working full time for the benefit of the school. Even when the study showed that women were spending more than fifty-five hours per week on official duties, I found skepticism on the part of their constituents. The attitude I usually met was that the women must be exaggerating or they must be incompetent.

This address was presented to AASCU presidential spouses at the association's annual meeting in November 1981, Colorado Springs, Colorado.

I do not have to convince this audience that there is a job to be done and that it is a complex one. Most of us are still struggling for a concept and definition of our jobs, and trying, without success, to separate the job from our private lives. While I have not abandoned my efforts to educate trustees, husbands, and communities, I long since recognized that the real source of assistance for us has to come from each other and from better preparation for our jobs through groups such as this one.

I would like to talk about the complexities of our situation to help everyone understand the breadth of our responsibilities and the peculiar way in which our obligations and opportunities present themselves as opposite sides of the same coin. In doing so, I am drawing upon my own experience, upon the results of the questionnaire responses I received from almost 250 people serving in the role, and upon the results of the study done with spouses of AASCU presidents. I will not cite these studies at specific times, but they undergird all that I will say.

Some of our constituents might acknowledge that we are "keeping house" on a grand scale, but they assume that we have help—making our day easier than theirs. They do not comprehend the scope of our responsibilities—that many of them cannot be rejected—and that having help increases our sense of responsibility rather than diminishes it. The notion that some of us are doing a great deal of work for our schools without any help at all is simply not to be believed. Some people think the help is there to serve our breakfast in bed and would be surprised at the truth—that their presence eliminates all possibility of our sleeping late once in a while.

Presidents don't always understand why we are tired, uncertain, and harassed. In fact, the most bewildered and misinformed person in the community is probably the president. He thinks *he* has the tough job. He did not foresee how completely his job would affect his wife. He may have understood that he would need her help as never before. He might even have suspected that she would not be happy with the demands his job would make on *his* time, but he never guessed at the size of the job waiting for her hidden in the responsibilities he accepted when he was sworn in. He thinks his wife ought to appreciate his success and the accompanying "perks" of a place of honor in the community, a home of distinction with a maid to do all unpleasant and repetitive tasks. Instead, he will find the maid will quit on the same day the governor makes drastic cuts in the school budget and both are somehow his fault. He may even wonder briefly which event was the more catastrophic. The most sensitive and thoughtful husband may not be around when needed, since everyone else has first claim on him. His wife, who is both brave and resourceful, will carry on her scheduled entertainment without the maid, but her guests will wonder why she seems preoccupied, why she didn't have her hair done, and why she is so bad at remembering names. Her husband may wonder why she doesn't appreciate all of her fine opportunities.

I believe our own uncertainty about our jobs is at the root of much of the discomfort and dissatisfaction we experience. More than half of the women in my study reported that the responsibilities of the position of president's wife were greater than they had anticipated. Few felt prepared to do the job. Combine this frame of mind with the attitude of most people we meet that we have an easy, even enviable, life and it is no wonder that we sometimes question our own competence. If we are so competent, why are our desks always piled high with work? If we are so lucky, why don't we have time to read or play the piano or visit our grandchildren as our friends do? If we're so pampered, why are we so tired? Is being tired somehow a sign of our incompetence? Is it our fault our schedules are less than satisfying?

We *are* lucky, but the stack of books to be read may have to wait for a sabbatical. We know the benefits of our lives better than anyone and do not need to be told what those are. We may be tired but we *are* competent. We expect a lot of ourselves. We are strivers and we are proud. We do not like to fail and we know when we have failed. We have a history of accepting leadership positions, whether as professionals, volunteers, or students. We find great need for our services on our campuses and in our communities and find it difficult to turn our backs on those we may be able to help. People with those attributes have difficulty putting an end to the working day. Worse yet, we share life with another person who could be described in similar terms. Furthermore, that other person has a job which demands *his* best day and night, Sundays, holidays, and spring break. Doesn't it follow that you and he need *your* best at the same time? Giving your best may range from not flinching when a party doubles in size overnight to saying, "Never fear, I will carry your greetings to the Alumni Club in Timbuktu while you go and negotiate the budget with the governor" to postponing an argument you were winning when the door bell rings announcing a group of students who have always wanted to see the president's house. It isn't possible to disentangle ourselves from *his* job at moments like these. Of course we want to give our best. We expect it of ourselves and the community which alternately courts, ignores, and berates us expects better than our best from time to time. Is it any wonder we sometimes do not give ourselves or our jobs a rating of 10?

Some of our uncertainty could be overcome by recognition of our efforts and achievements. People who demand a lot of themselves look for ways to evaluate their accomplishments. We receive little outside assurance that we are doing a good job and sometimes suspect we could easily be replaced . . . by a robot . . . one who smiles and never forgets a name. Our assurances must come from inside ourselves—a source of confidence which is not endless but needs to be replenished from time to time by our husbands or wives, trustees, family, all of the people with whom we live and work. Because we are seen to be privileged, the community doesn't guess that we could use a little emotional nourishment on occasion.

I understand a high percentage of the respondents in the AASCU survey have full-time positions in their own professions. I suspect that they do not find it is possible to separate themselves totally from the school for the same reasons the rest of us are entangled. I find it curious that at least half of these people began their paid careers *after* their husbands became president. I would like to know more about the change of conditions enabling them or influencing them to take an outside job. Each of the seven women in my study had established herself in her own profession long before her husband became a college president.

I have encouraged wives, where possible, to accept the volunteer role I have described. We are a priceless asset to our schools. We can make an important contribution to the quality of life on campus because we bring a perspective and an intimate knowledge of the campus and its people which is unique, and because our husbands cannot do their best in the absence of our commitment to their goals and dreams. If couples and boards of trustees understood the conflict of emotions which is triggered by their acceptance of each other, preliminary interviews with candidates would be more constructive. Following their acceptance of the position, wives must be prepared for the anguish of being dependent for friendship, warmth, and appreciation on a man who doesn't have time to satisfy those needs and for the expectations of other people in her life to bear little resemblance to the expectations she has of herself. She may receive credit for things she has not done and little recognition for the things of which she is most proud. She will shoulder many unfamiliar and unwelcome family responsibilities. As funds available to our schools continue to decrease, we will be expected to close the widening gap between services available and services required with our own resources. Both husbands and wives will find themselves facing new demands on their time and energy, and they will find that the balance of dependence and independence on which their relationship is based has shifted. The president will, of course, be equally dependent on his wife for friendship, honest appraisal, perspective, and companionship.

As you might expect, every woman I meet has a different view of her responsiblities, depending on her personal desires and ambitions, her husband's spoken and unspoken expectations, her family's needs, the board's perceptions of her role, and school and community needs and attitudes. A few women deny an official responsibility and refuse any involvement in campus life. In my opinion, this attitude creates other problems for them. Their husbands are deeply involved in school activities, and the wife's withdrawal means that each is living a separate and lonely existence, putting another kind of stress on the marriage. At the other extreme are women who take their jobs so seriously that they go to the office every day and are so visibly involved that some people wonder whether they are directing all of the president's decisions. Obviously, the ideal is somewhere in between and would be defined differently by each of us. None of us is free to define the job in the absence of the concerns of many other people. At the same time, no one else has the right to dictate what that job should include.

In the past, it has been our concerns that have been overlooked by others in their concept of our jobs. We need to be consulted when our job is being defined. Having arrived at a definition, we must be prepared to have our definition challenged. One's concept of one's job is a personal thing and to have it challenged is threatening and unsettling. If you were a teacher or a nurse, everyone would understand what that means and there would be standards against which you and others would measure your performance. The expectations and responsiblities of your position would be clear to you and to your superiors. We do not have the comfort of a clear definition. There is no basis for evaluating our performance. We do not have superiors. We cannot be fired and we cannot quit. We are left longing for an elusive social perfection which would make us the masters of every situation.

Now that I am out of the job, much wiser and much more relaxed, I know that the struggle for mastery, for understanding, for satisfaction was a painful one, but one that left me with good feelings about myself, my accomplishments, and the way those years were spent. I didn't run away, though I often wanted to, and I saw women who did. I know now that although I didn't make many close personal friends, I helped make many friends for the university. I often felt inept but at my worst moments I was learning . . . about myself and about others. I was capable of much more than I thought and the knowledge that I overcame some difficulties is wonderful. Best of all my husband and I shared in an intense, demanding, rewarding period of our lives.

The only advice I have to give applies to everyone here regardless of their sex, their talents, their beliefs. It is at the same time a warning. Be very sure of your priorities. What is it you really want? What would you like to carry away with you from this job? What kind of person do you hope to be ten years from now? In the long run, what is really important? If you can be honest with yourself in finding the answers to these questions and if your partner shares your concerns, you will be successful in making difficult choices and finding your way in the busy years ahead.

Your priorities will help you in defining your own concept of your job. Everyone who asks your participation in school-related events has a different concept of your job. Sometimes they reveal their concept of your job by leaving you out of things you would be most interested in. More than likely, someone will ask you to schedule a house tour for some worthy organization in the middle of your busiest season. You can say "no," and you should say "no" whenever necessary. Once the schedule gets out of hand, trying to regain control is like trying to stop a runaway truck. The community feels no sense of responsibility for the woman who ruins her health trying to please everyone and little affection for the one who wants only to please herself. A partner must work at finding a balance between her own needs and official obligations. Official duties aren't all that bad. Some are fun. Some are rewarding meetings with interesting students and guests. Some are tiresome and repetitious and exhausting. Sometimes official duties that have been on the calendar for months and involve commitments to other people and groups conflict with pressing family obligations, forcing us to make some difficult choices. At moments like that, official duties become an almost unbearable burden. These are the moments no one else can help us with and the public rarely hears about. There are times when the circumstances do not allow us a choice. Sometimes the school takes priority. There is a job to be done. It requires talent, brains, dedication, and a peculiar mix of love, understanding, and pride. We cannot be replaced. We are partners still! When it is all behind you, you will have the satisfaction of knowing that you gave your best effort to one of the most difficult, most challenging jobs in existence. We are given opportunities to serve our schools, our communities, ourselves. Personal development is inevitable. Be sure the changes in you are positive ones that you can live with in the future. Try to remember that you are entrusted with the personal and professional concerns of people you care about and that you are in a position either to protect those concerns and enhance the quality of the job they do or to make their life miserable.

I would like to quote from a speech which my husband gave. In it is to be found the motivation for wives or husbands who search for ways to be as supportive and helpful as possible to their presidential partners. "The presidential view of his or her institution is a picture of responsibility. A view of a fragile and significant resource to which his or her leadership skills—and indeed a segment of his or her life—will be devoted and by which these skills will be tested."

We are so close to people with this awesome trust. Is it any wonder we share their sense of responsibility and choose to spend ourselves—our time, our energy, all of our resources—on the attainment of shared goals and try to let them know that they can count on us? We are partners still!

Limited Partnership: Expectations of the Male Presidential Spouse

4

Commentary by Three Male
Presidential Spouses

Joel Siegel
Spouse of the President
Kennesaw College, Georgia

Many, many people have asked me over and over again what it feels like to have my wife in such prominence as a college president. That curiosity is best illustrated by an event that happened to me recently. I'm in law school now and a friend of mine—a terrific fellow who has really helped me a lot—often introduces me by saying, "This is Joel Siegel. His wife is the president of a college." I've said over and over, "Hugh, don't do this to me. I appreciate what you are doing, and it's wonderful, but just introduce me as Joel Siegel, and let me make it on my own." A couple of weeks ago, I was walking with two male associates amd they were saying, "God, man, I don't see how you do it! Gee, it's terrific." I thought, "Hugh's been at it again." Anyway, they said they wanted to come to lunch with me and talk about it. They kept saying, "Your wife, she is really something! We never knew!" I said, "Well, it's nothing." They replied, "Why didn't you ever tell us?" So we went to lunch, and I remember thinking, "Well, I may as well start." I asked them what they wanted to know about my wife. They said, "Hugh said she is known as 'Betty the Blond Bomber' and that she is a lady wrestler. Is that true?"

Early in our marriage, we decided that we would just go to the place that best suited both of us. In other words, neither one of us would accept a position that was wonderful for one, but not so wonderful for the other. Ideally, we would look for a place that was fairly good for both of us. We just made the commitment that we would go to the place where we could both find suitable employment and be happy in our careers. That was our posture when the presidency at Kennesaw College became available. We saw that this was a rare opportunity for Betty. There weren't going to be that many college presidencies offered in our future. I was a teacher at the time, and there was always the possibility that I could get a teaching position. So that was the agreement we reached, and I accompanied her to Georgia. When we arrived in Marietta, things did not work out quite the way I had planned; I was not able to get a full-time teaching position. What did happen, though, was that I was able to enter law school, and so now, I'm realizing that dream. As a matter of fact, I'm now teaching full time and going to law school in the evenings. This has been a wonderful opportunity for me.

Given our situation and our obviously frenetic lifestyle, I've been asked how we take care of my spousal role. The first thing I'd say is that the family has had to develop a kind of corporate partnership. That is, as various demands are being made on the spouse, someone is always there to "pinch-hit" if I'm not available. For example, the president often needs an escort. I remember last year there was an international ball—it was a very important event—and I couldn't attend because I had classes that evening, which I simply couldn't miss. Well, we put David, our 18-year-old son, to work. We cleaned him up (he cleaned up pretty nicely, I must admit; I didn't think he would), put him in a tuxedo, and told him to behave. He went to the ball and danced with his mother. As a matter of fact, he had the opportunity to sit with some of the politicos in the community, and he received many comments, such as, "Why Joel, you are so much younger and better looking since last I saw you!" David is the external representative for our family. He had another opportunity last year. Betty had to go to a conference in Hawaii, and I was having final exams and couldn't go. Once again, David was asked to serve. He didn't cry at all about that one!

Michael, our younger son, works internally, and he has been pressed into service on many occasions. Michael is a wonderfully sensitive boy who helps me remember a great many things. If there are events I've forgotten, he reminds me. "It's your anniversary, it's Mom's birthday," and on and on. And he speeds around (he's gotten a lot of tickets, but we pay them all) getting flowers, gifts, candy. He fills in in the spousal role not only by sometimes going to attend athletic events at the college, but also by doing things that are vital to our family itself.

I think what we have discovered in our family is that we have a sort of corporate family relationship. There are so many demands on both Betty and me that various members of the family step in to help whenever they're needed. What often is seen (or could be seen) as an imposition can also be seen as opportunity. Family members are contributors to the overall good of the family, whatever responsibilities are assigned. I depend on the kindness of family and friends and faculty, and I've found people to be very, very understanding. There are an awful lot of faculty functions that I simply cannot attend. I wish that I could, because I enjoy mingling with the faculty, and I just happen to be one of those punch freaks. I like the kind of green punch they serve at these affairs. I love to go for the punch and the people, but I cannot go as much as I'd like and as much as I feel I should. When I do go, however, people always say, "I'm so glad to see you!" They appreciate the spousal presence. They always seem to be saying, "We understand that you're off doing other things, but when you are here, we really want to welcome you." People are kind and understanding, and we depend on that.

A great many of the spousal functions at Kennesaw College are taken care of by what we call a special events coordinator. She is paid by the college, and together with a caterer, she plans the social events, the menus, selects the flowers, and all the other things that usually require the attention of the president's spouse. Sometimes, I walk into the house, and all that's left for me to do is meet and greet and help extend a warm welcome. I'm greatly relieved by this arrangement, but there are times when we get our signals crossed. I remember one day I had to get up at 5:30 to leave the house by 6:30 to get through traffic and teach. Then I had my own law classes, which are not finished until 9:00 at night. So finally, about 9:30 or 10:00 I was smiling to myself, looking forward to putting on my little pajamas with the feet in them and having a glass of warm milk and going to bed. And I walk into my house and have to break into an immediate—sincere—smile, because, my heavens, it's the Chinese delegation. "Hello, how are you!" In our busy lives in our busy world, unexpected events often turn out to be wonderful and satisfying events in our lives, for they afford us the opportunity to meet important and interesting people.

One point I want to be clear on is that there was never any doubt when Betty took over the presidency that I would try to teach full-time or pursue another career. Human beings have a compulsion to do meaningful work, and that's an important part of our lives. Meaningful work can be done on a variety of levels. Being a full-time spouse and dedicating oneself to that pursuit is meaningful work. Being an attorney is meaningful work, and being a volunteer is meaningful work. And in my particular situation, going to law school and trying to become an attorney is meaningful work. All of us have this great need, and we try to satisfy it in a variety of ways.

One thing that really appeals to me now is that there is no monolithic model of the presidential spouse. That model is breaking down to make way for other options.

Whether spouses are doing this job full time, or part time, they all have found what works for them, and are doing a terrific job! What I really wish is that the people spouses would like to educate—the regents, and the faculty, and all those other groups—would have this experience for a year and really have the opportunity to see how much is involved. The one thing I'm hearing over and over again, and I'm coming to appreciate more and more, is the tremendous "people skills" that are involved on the spouses' part. Nurturing, creating the right kind of environment where positive action can be taken, these are the people skills at which spouses must excel. I don't want to start making gender distinctions, but it may be, quite frankly, that because of training and expert people skills, women do a better job. I don't have this kind of talent; I admire them for it. As I said, I wish others had the opportunity to take over the situation for just a year to experience first hand the incredible things spouses do. I'm enormously impressed, and I'm learning from them. The role I've sort of designed for myself is not really "nontraditional," it's just another stage in evolution of the presidential partner. What I think we're all hoping for is a greater variety of options. Some of the spouses work full time outside the home; some work full time as presidential spouses. Quite simply, we need to be about whatever gives us human dignity and a sense of worth and value.

Horace Chandler
Spouse of the President
State University College at New Paltz,
New York

I note that the title of this little essay says "Expectations of the Male Presidential Spouse." At the outset let me say that my expectations are limited. In the main, I expect to be treated as any other member of the college community insofar as my day-to-day existence is concerned. I try to avoid, in every way possible, even the semblance of involvement in college operations. That is not to say that I am not interested in or concerned about the manifold events and operations of the college. I do think, however, that it would be improper for me to be involved with or have any effect on these operations.

I am fortunate in one sense. My career as a chemical engineer, and more recently as a professor of chemistry at a college in New Jersey, does, in fact, keep me away from the college and the community a large part of the day. I spend about three hours a day commuting. On the other hand, there are lots of events at the college that both Alice and I enjoy taking part in and which add to our feeling of connectedness with the college community.

I have come to know many of the faculty and their families and in general find them enjoyable to be with. Every once in a while an awkward moment occurs when some matter of college policy or decision comes up in the course of conversation. At those times I usually plead ignorance and try to change the subject. I don't feel that I should in any way attempt to influence college policy or express public approval or disapproval. Although I am on the board of a number of cultural organizations in the area, I have been at pains to explain to them that any interaction with the college must go through normal channels and not through me.

As you can see, there is some feeling of constraint, both as to what I can say and what I can do. It is not, however, overwhelming or unduly inhibiting. Possibly the largest problem is in establishing friendships. I think that, inevitably, there is some slight inhibition, in that people may not know whether they are interacting with you as "you" or as the president's husband. As a result, I try very hard to avoid any situations where people could not feel at ease talking to me as a person rather than as the president's husband.

Much of this sounds like you have to walk an eternal tightrope. It really isn't that bad. All-in-all the advantages far outweigh the disadvantages, the greatest of which is probably the loss of a feeling of privacy. In the main, I have found college people pleasant to be with and a college community a good place in which to live. Add to that a fortunate situation in which both Alice and I can continue to do productive work and I guess you could say that I am happy to be the college president's spouse rather than the college president.

Daniel Preska
Spouse of the President
Mankato State University, Minnesota

At Mankato State University there is no "official" role of the president's spouse (nor that there be a spouse), so the presidents and spouses are allowed to define the role to meet their needs. We find this to be helpful since changing situations can be addressed more in line with our specific strengths and interests, than be edict. In this respect, the support of the spouse and the sharing of the joys and burdens of the presidency are probably not very different between the sexes.

Our present situation may be typical in that we were not thrust into something so totally new as to require instant adjustment and adaptation. Rather, our situation seemed to evolve from a beginning as eager, busy students, on to a busy working life, retaining a (part-time) student status, while our family grew and the interests and activities expanded. We enjoyed sharing the new and increasing responsibilities and we were able to grow into our new situations as they evolved (various engineering and engineering management positions for me and various teaching and educational administrative positions for Margaret).

Early on we were aware that as both of our careers developed, we would have to face the challenge of working out solutions to the typical "two-career family" problems, such as commuting, communications, responsibility sharing, and family well-being.

We have found "commuting" (in various degrees) to be unavoidable. For us, it was something to minimize since we could not completely avoid it. For example, we reduced my commuting from 2,000 miles (California to Minneapolis) to under 300 miles (Nebraska to Minnesota) by a job change. The job change, incidently, was actually a promotion in that I set up and managed the day-to-day operations of a brand new engineering office located in Nebraska in order to handle the company's growing systems engineering work there.

Another time-consuming and energy-draining aspect of our lives, was (and is) the almost unavoidable "business travel"—which at times seems to be a form of commuting in disguise. To lessen its impact, we try to organize and plan for the best use of this time, such as catching up on world news and events or working on papers or job-related things. Also, we found that we tended to make better use of our time when we were not traveling or commuting, and often planned special activities and things to do together, even on nonspecial occasions.

Communications is key to the success of almost all that we do. Fortunately for all of us there is the telephone. Over the years, Margaret and I rarely missed a single day of phone conversations. Use of the phone at off-hours makes this affordable. Although miles apart, at times we felt closer and more in touch by phone. For example, when you are away you tend to note things that normally are taken for granted and therefore forgotten or not even discussed. Also, the perspective of certain situations becomes broader when discussed while apart. Somehow, being immersed in a given situation doesn't allow you to see the overall aspects as easily as when you are away, looking in. By phone you can enjoy a certain uninterrupted, undivided attention span that makes this mode of communication very rewarding.

We both feel that responsibility sharing is a key factor and an essential element in achieving any degree of success in whatever we try to do. Defining and deciding who wants to (or who will) do specific "duties" is a continuing question with us. Allocations are both explicit and implicit and are usually flexible to correlate with situational changes. We try for self-sufficiency (do everything), and with limited time our weak(er) areas tend to show up and become candidates for spousal help.

As mentioned in the opening paragraph, often the role of the president's spouse is not explicitly defined. But certain kinds of activities are usually implied, such as meeting people and attending or participating in various campus functions, sports events, and the like. Margaret knows better than to put me in charge of organizing social events and such, but has not hesitated to suggest that I address the university's math and physics colloquia at times when my areas of research are of interest. I always enjoy sharing my professional experiences with the students and faculty. I enjoy the Saturday afternoon football games also, especially when the president at half-time welcomes the fans and introduces the state senators and other dignitaries that happen to be at the special Mankato games. A side benefit from one of my space-related research projects has the MSU president's name "Preska" on the surface of Mars. The lander module of the Viking spacecraft has a placard with the names of the project engineers that participated in its design, launch, and operations. Years from now it may be common practice for MSU alumnae to take trips to Mars and visit such historic sites as the landers (and look for the president's name).

Flipping the coin over, the president's role as a spouse might be considered. On certain occasions my company will have a special social event or activity to which the spouses are invited. One of the president's extracurricular activities then comes into play, whereby she attends and becomes a celebrity (of sorts) of another type (boss's wife). Among other things, these occasions make for more travel. For example, it is not out of the question (since we have done it) for us to attend a Friday evening swim party in Nebraska (Margaret arrives an hour before it starts), catch the first morning flight out, and participate in the full MSU Homecoming Day events and (of course) the Saturday afternoon football game, back in Mankato.

But above all else that we do, our family well-being is first and foremost in our minds. Our two sons are happily married and out in the world doing their thing (busy in their professions and part-time students in graduate studies). Our daughter is entering her senior year of college and is presently faced with the nicer kind of problem, that of trying to decide which of her several high capabilities and talents to select for specialization and further development. With our children presently at various geographic locations pursuing their work and studies (Miami, Minneapolis, and Omaha), we find that our "training" in overcoming Obstacle #1 (commuting and travel) helps, and somehow we get to visit with each several times on various occasions throughout the year.

A note that may be of interest is the fact that our concern for our family well-being was a key factor in Margaret's becoming president. We were very concerned about what we considered to be an increasing health hazard—heavy smog—and also with an increasing crime rate in the highly urban area where our children were born and attended grade school. Our search for a better place for our family to grow and develop led to the state of Minnesota, where the opportunities led to the presidency for Margaret.

In summary, it might be concluded that the role of the male spouse of the university president is not very different from that of the female spouse in that responsibilities must be shared. The nature of specific responsibilities assumed may vary according to each individual's strengths and interests. Flexibility and ability to adapt to new situations (often on very short notice) is common to both and may well characterize best the general role of the university president's spouse.

5 Junior Partners: The President's Children

Their Point of View

M. Frances Lucas
Vice-President for Student Affairs,
Baldwin Wallace College, Ohio
Daughter of the President
University of Southern Mississippi

Most children can't wait to begin peeling off their school clothes, layer by layer, in a dead run as they hit the front door of their home, so eager are they to get into more comfortable playclothes after the school day. But a particular group of children remains presentably dressed, sometimes even in a *tie*, long after they have returned home from school. Moreover, they are presented at innumerable receptions and can discuss at length the relative merits of baked brie versus smoked salmon canapes. Those are the children of college presidents, and their experiences present another perspective on the partnerships that make up the college presidency.

At the 1985 President's Council of the American Association of State Colleges and Universities, all of the presidents' children in attendance had their own conference to discuss the pressures and challenges of their very special situation. The children's ages ranged from four to eighteen, and their stories revealed amazing similarities. What came through over and over was an overriding ambivalence. As the children of college presidents, they enjoy the many perks of their parents' position, but they understand all too well that the job can also place limits and constraints on their freedom. The stories and discussions gathered at that meeting illustrate quite clearly the two sides of their situation.

Home Sweet Home

All of the children interviewed expressed displeasure at the public quality of life in the presidential home. They reported that it is simply not possible to sneak from bathroom to bedroom wrapped only in a dripping towel without being caught by housekeepers, maintenance men, or worst of all, a group touring the historic presidential mansion, a right they claim as tax-paying citizens! People come peering into the bedroom and bathrooms, the children related, as though they had never seen either one before. And their parents deal with the ever-present threat of tours by making the children clean their rooms thoroughly—"much more often than my friends have to." Moreover, as one child reported, "You never know when a reception, tea, or dinner will be in progress, so you have to be properly dressed just in case."

Not only do the boys detest wearing a tie for hours on a school night, but all the children agreed that the constant formality makes it difficult to bring friends home after school. The organization and scheduling surrounding life in the presidential home makes "just lounging around" next to impossible. Many of the presidents' homes have rooms and furniture that are off limits. Before all of the parties and receptions everything has to be spotless, so the children have trouble finding a place where they can be comfortable yet out of the way. Sometimes children are requested to stay in their rooms until an event is over.

One child expressed dismay at coping with the elaborate security system installed in what is technically a campus building. She said that somebody from her family was always walking out of doors without first remembering to shut it off, and once triggered, it would blare until an increasingly annoyed security officer would race up to the house to turn it off. Some of the children also complained that security officers had been known to harass their friends who were late in leaving the house.

Having pets in the presidential home presents a unique problem. One child reported that a member of the board of trustees who was allergic to dogs got sick after a visit to the president's home. After that, all animals had to be shut up in a storage room or kennel during the various parties and events. The frequency of presidential entertaining meant her pet spent a lot of time locked up, and this was troubling to the child. One of the children also admitted that he had convinced his mother that his pet would amuse the guests in attendance and so brought out his pet hamster. The guest of honor was Jacques Cousteau, and the child could see his mother beaming as the famous French biologist admired the animal. But her smile turned to horror as the hamster took the opportunity to relieve itself right in Monsieur Cousteau's hand!

Amidst all this deprivation, however, a few bright spots did shine forth. All of the children reported that the constant entertaining resulted in terrific leftovers. Predictably, they also enjoyed having maids, yard workers, and cooks to help maintain the presidential residence. Clearly, the prestige of the big house on campus was a source of pride for them.

Relationships: Parents And Peers

The blessing/curse of being a president's child carries over into the realm of personal relationships as well, and the children felt that their role has implications not only for their dealings with their parents but also with their friends. When questioned, most said they wished that they could spend more time with their father. (There were no children of female presidents present.) They seemed resigned to the fact that their dad would be working practically every night and weekend. Some children believed that their father made every effort to spend time with them, and that their relationship was very close. Most of their quality time, they said, is spent at breakfast, in the car, or on family outings. A few, however, said that they never talked to their fathers, and would not know what to say to them if they ever did have the opportunity to spend some quality time together.

Each child interviewed seemed to think that at one time or another they had been treated differently at their schools by their teachers and friends. Their teachers, they claimed, generally expected them to get straight "A's." Because they were the president's kids, they were expected to be smart. One child remarked, with amusement, that she could always tell when student teachers (from the parent's college) found out that they had the president's child in class because they would become very nervous.

Beside their friends' thinking that they are supposed to be smart, many presidential children felt their friends expected them to be rich as well. Several children said that they had been approached at school by students who wanted to borrow money for snacks. The assumption was that the president's child would always have lots of spare change. Perhaps to help fulfill his friends' expectations, one entrepreneurial youngster admitted that his mother nearly strangled him when she discovered him selling tickets for tours of the presidential mansion.

In relationships with peers as well, being a presidential child has both positive and negative effects. The children do enjoy the status of their position and the deference afforded them by their fellow students. Afterall, they always have free tickets to the concerts and ballgames, not to mention getting to sit in the press box! And yet they do miss the anonymity of being "one of the guys," or of living in a neighborhood with other children, since most presidential homes are on campus.

Social Life

The social life of the presidential children also gets mixed reviews. Although most children did complain about mandatory attendance at boring "adult" parties, many of the older presidential children said that they felt more at ease in the presence of adults than did their peers. They expressed more confidence in their social skills, owing to the myriad opportunities to attend sophisticated social events and to meet distinguished persons. In general, however, the positive reviews came from the older children. The younger ones complained bitterly about having to sit through commencement or make small talk with "stuffy" trustees.

The increased opportunity for travel was a distinct source of pleasure for all the presidential children. They reported that they not only accompanied their parents to conferences and meetings with some frequency, but they also were allowed, on occasion, to travel with the university team to sporting events. They admitted that they have had to endure some criticism from teachers and classmates for what was considered too much time away from school, but they felt, on balance, that the experience was one of the most important advantages offered them by their position as children of the president.

The Presidential Identity

What each child seemed to recognize very strongly was a sense of sharing the burden of the presidential identity. They grow weary of people who constantly tell them that they have wonderful parents who are doing a great job. The children question the sincerity of such compliments and wonder if it is all anyone can think to say to them. Some children say it is difficult not to answer, "Oh, so that's why my father can't come to my ball games, my school events, or my piano recitals!"

Sometimes the president's children have difficulty at school after the president has made a big decision. If the parent has been on TV or in the newspaper, they hear about it for days from their friends or classmates. And if their father has made a decision that is unpopular with some of the students or children of the faculty, then, the children admitted, they are harassed about the outcome. They absorb the presidential identity—whether they are basking in parental success or taking some of the heat inevitably created by university controversies.

Presidential children feel themselves always in the public domain. Perfect strangers act like they know them, call them by name, and feel free to ask personal questions about their family life. "What is the president like at home" is a question they are frequently asked. The children remarked that they felt put off by the imbalance of the conversations: everybody seems to know them, but they see these people as strangers. Yet being cordial to these sometimes insensitive and aggressive interrogators is something they are taught to do because of who they are and who their parent is. Nonetheless, it is frequently a jarring experience for them.

The question of sincerity troubles them. They add it is sometimes hard to tell whether they are being wanted for themselves or for the status the friendship brings. One older child noted that fraternities and sororities on campus always rush the president's children, for reasons, she speculates, other than their own individual qualities. The suspicion sometimes intrudes into their friendships and hampers their independence.

But for all the doubts, aggravations, and constraints on behavior, the children were unanimous in their acceptance of their special role as children of the president. They are proud of their fathers and would not trade places with any other children. All in all, they concluded, it's a great life!

6 Partnership in the Presidency: Past, Present, and Future Possibilities

Judith A. Sturnick
President, University of Maine
at Farmington

One of the most vivid memories I retain of being interviewed for the position of college president occurred during my very first interview five years ago. As I sat at the end of a long table in a stark, off-white room, one member of the search committee asked me a question, which to my already nervous mind reflected the coldness of the environment. "But how in the world," he asked, "could you possibly entertain members of the community without a husband?" It was quite clear from his voice that the answer to this query could only be resoundingly negative. It was equally obvious that other members of the committee shared his view, since the male Affirmative Action Officer did not blink an eye at this patently illegal inquiry. I was astounded, but I was quite alone in that astonishment.

As I was to discover in other searches, however—including the post I now hold—such an attitude toward single presidential candidates (women in particular) proved to be all too common. The underlying premise of this concern was and is, of course, that a college or university presidency is in reality a "two-for" job: two people (president and spouse) working full time for the university for one salary. It also presupposes that other adult beings in the community and on the campus will be uncomfortable, awkward, and embarrassed in social dealings with a single woman and that this discomfort will have a negative impact on collegiality, communiversity, and—consequently—on fund-raising efforts. Nevertheless, in this day and at this time in the history of academe, such an assumption is inaccurate. During the past five years, we have seen not only a significant increase in the number of female presidents in AASCU institutions (all of whom have enriched the pool of talented national and state leaders), but in the ranks of single women presidents.

As a result, I suggest that those of us in academe need to undertake two important actions. First, we must reexamine the assumptions underlying our traditional expectations for a "partnership presidency" and, second, we must encourage the woman president without a partner to model new and different, but equally effective, ways of dealing with the significant social obligations of the successful chief executive officer.

Let me suggest a few revisions in our long-held but now outdated views on the presidency, views shaped and borne out by over two centuries of male leaders at the helm of academe. To begin with, we must acknowledge the reality that the presidency of a college or university is a position for which one individual is selected. The president is the president, the success or failure of the academic endeavor rests with her/him, and the ultimate accountability for what is a demanding, exhilarating yet often thankless job is his/hers. In other words, the person who accepts the job is responsible for the job—with or without a partner. A related assumption is that the presidency should not automatically be considered a "two-for" position. The once-felicitous belief that the president's wife is willing totally or near totally to subsume her life and career aspirations to the dominant needs of the campus and her president-husband—and to do so without salary or genuine public recognition of her back-up role—is no longer a paramount reality. All of us must, therefore, support and encourage one another, whether single or partnered, during this time of transition as the parameters of our leadership realities on campuses change in positive, challenging ways. There is yet another implicit assumption here that deserves to be articulated: single individuals with preparation, skills, ambition, and educational vision have as much legitimacy in aspiring to presidencies as do married candidates possessing the same dreams. In other words, we should not in our assumptions validate discrimination based on marital status.

This latter point is especially pressing when we acknowledge the bald fact that the college or university presidency is currently in a state of crisis in this country (as Clark Kerr's recent study keenly and poignantly illustrates). Not since the 1930s has American higher education been in such need of the wisest, most visionary, and best leadership—the individual whose feet are firmly rooted in the ground of practical educational/political/fiscal realities but whose brain and heart draw inspiration from the stars. This is the leader who is capable of defining a sense of destiny for our institutions and the people who make up those institutions. This is the dream-spinner who is able to see beyond the exigencies of the moment to the options and alternatives that lie ahead, who radiates to the future, not simply responds to the present, and who in the process of creating the vision ignites in all of us a commitment to the brightest principles, ethics, and values. Such leadership is tied neither to gender nor to marital status, and we must not allow illuminating courage to be lost because search committees, trustees, and campuses fear a change in the traditional role of the male president with a partner.

Having stated that, however, let me not underestimate the difficulties in being a president without a life partner, for there remain some glaring issues to be resolved by the single president. In fact, as college and university presidencies are now constructed and as the campus expectations of the president are expressed (formally in position descriptions, informally in taken-for-granted anticipations), the job can rarely be accomplished by a lone individual. It is essential to have one or more reliable back-up persons willing to work strange hours, to have endless patience in handling the infinite details of scheduling events at the president's house and keeping the calendar straight (I entertain two or three times a week throughout the year), and to meet with the caterer or food service (once I have set the menu and the format of the entertainment), as well as to oversee the cleanliness of the house and yard.

It is humanly impossible for the president to be everywhere on campus, take a visible role in community/state/national leadership, be a vibrant presence in the office—and still handle all the domestic details essential to a successful presidency. If entertaining a variety of people—from alumni to legislators to community leaders to faculty, staff, and students—is essential to the campus image and outreach efforts (and it *is* essential, no doubt about that), then the questions remain: Whom does the single female president enlist for an escort, given the fact that some people are still uncomfortable with a single woman host, and how does she manage this without compromising herself or her reputation? (The latter is particularly true, at least initially, in isolated rural areas.) How can she make the President's House a warm home for the campus and the community? At the University of Maine at Farmington, this latter point was an especially pressing one since there had never been a traditional president's house which served that focal purpose. However, a century-old historic home, filled with beautiful woodwork and glorious bay windows, was renovated when I arrived to provide such a home for the first time. As was perhaps to be expected, people waited with bated breath to see the results of this renovation and to see if this president without a traditional partner could create a sense of "family" in the home itself, as well as within the total campus environment.

To be perfectly honest, not everyone in the campus and external community was waiting with "bated breath" (a wonderful cliché) and suspended judgment. Some watchers were, of course, openly supportive, but others were intensely hostile. My first six weeks on campus were marked by a media hey-day as a series of articles ran in regional newspapers expressing opposition to the cost of renovating a house at tax-payers' expense for a single woman who could just as easily live (so the stories stated) in smaller, less expensive quarters. Clearly, there was a widely held belief that the grand President's House would never serve its purpose, would never be used properly by this woman "from away"—as Mainers like to say about outsiders—who had only two dogs and three cats instead of a spouse and children. To add insult to injury, these new quarters were to be occupied by the first woman president in the 120-year history of the campus, a fact that was bad enough in itself.

Turning that attitude around was perhaps one of the major accomplishments of my first year as president. But to create that change required great patience, as well as a thick skin. Among other actions, I took the key reporters in the region individually to lunch. In that one-on-one situation, I could emphasize not only my extensive plans to make the President's House a vital component of campus and community life but—more importantly in the long run—my vision for the university and for the restoration of its integral connection to the surrounding region. At the same time, I began a series of both large and small scale entertainment events at the house, ranging from hosting a chamber of commerce breakfast (a year later I was elected president of the local chamber), to a formal dinner for my newly formed Citizens Advisory Council, to a reception honoring faculty members who had published scholarly books during the preceding year (splendid publicity and recognition for both the faculty and the campus), a dessert for the Student Recruiting Club, to—you name it, I did it. Although I now use the house for two to three events a week, during that first year I entertained the campus and the community four to five times a week.

Once having established a kind of track record for the use of the house, and after seven months had passed, I held a public open house for the entire west-central part of the state. Individual printed invitations went out to selected individuals, but public invitations also appeared in all of the regional newspapers, both dailies and weeklies. On the appointed Sunday, with the aid of a dozen campus and community co-hosts, we took hundreds of people through the house, answered questions about the renovations and the history of the home, and served refreshments. Many of the community members who attended would never, under ordinary circumstances, have been in the President's House; in many cases, hostile curiosity turned to pleasure at being invited and being personally greeted at the door by me.

Not only was this public event a tremendous success in its own right, but it generated positive newspaper articles (with photographs) in support of the renovation, the purposes for which the house was being used, and the warmth of the environment. Also, for the first time, there was public praise for the preservation of one of Farmington's historic old homes and for the legacy of a President's House of which the community and the campus could be proud for decades to come. The issues of a single woman living in the fourteen-room house became nonissues. It is now a delight to note that often when dignitaries are visiting in town, I will receive a call requesting permission to tour that elegant and lovely house.

Having acknowledged all of the above, perhaps it would be wise to interject again another comment in general terms concerning the college or university presidency. As I remarked earlier, there is one inescapable bottom line which has to do not so much with gender or marital status as it does with personality, commitment to the campus, cogent vision, enthusiasm, and an intrinsic interest in people. Seldom is any president successful without possessing those qualities. The particular challenge for the single woman, however, is how to create a framework within which this leadership and caring can be demonstrated. Fortunately, all around the country at a variety of types and sizes of academic institutions, single females are meeting that challenge with flair, creativity, and effectiveness. Equally encouraging is the generous eagerness with which communities on and off campus are responding—albeit sometimes after initial reluctance—to these different models, as well as supporting them and the single president. As a result, the efficient woman leader on campus is finding her successful leadership style desired within the surrounding local and state communities. Clearly, change is here and it is here to stay.

To return briefly, however, to a more detailed explanation of how the single female president deals with the social aspects of the job, let me briefly outline some of the other solutions that work for me. Instead of one partner, I have a team of individuals to call upon for different activities and assistance. First of all, I hired a full-time manager for the President's House. Her function is to oversee the daily details of running the house. Doing housework is not her primary role; managing the house is her job. She supervises the work/study students who do the actual cleaning, as well as some yard work. In addition, she does most of the grocery shopping and prepares an occasional evening meal on the odd night when I am not attending a dinner meeting or a banquet. Although her salary is not large, her compensation includes a self-contained apartment (renovation of the house specifically included private, live-in quarters for a housekeeper/manager), heat and electricity, health insurance, social security, and groceries.

There is an interesting point to be made regarding my house manager. Although the university provides housing and related costs, I pay all other compensation. Despite the benefits of this cost as a tax write-off, it is still a financial burden. Should I move on sometime in the future to another presidency, I would attempt to negotiate the house manager's salary as part of my own compensation package, so vital is that back-up position to me. In a similar connection, I believe that campuses should be prepared to offer additional compensation, whether by regular salary or by negotiated fees for specific tasks/services performed, for the partners of married presidents.

Since entertaining is such a large part of most presidents' jobs, whether in the public or private sector, a real issue for me has been the preparation of food to be served. Because, like most other CEOs, I work 75-80 hours per week, there is neither the time nor the energy to devote to cooking and baking. Furthermore (and I admit to the fact that this may be my own quirky bias), I never allow any member of the campus or the community to see me in an apron. It is difficult enough to break the sex-role stereotypes and to be viewed as a forceful academic/administrative leader without reinforcing the domestic image of femaleness. At this point in history, I keep my professional image in the forefront, quite separate and distinct from my personal life.

Another issue related to the social aspects of the president's position is that of hosting. As is true in all other things, basic common sense prevails here, too. Sometimes I will invite a married couple, either from the campus or the community, to act as co-hosts with me for an event. At other times, I will select an individual, married or single, male or female, to co-host. Or I might mix couples to serve in that capacity. When I am invited to a community event where most of the participants will be couples, I ask a couple to escort me for the evening. Not surprisingly, I have found that people are flattered and pleased to serve as cohosts or escorts; it has become a mark of prestige in the community, and it allows other people to share the limelight. It also gives me the freedom to circulate more freely at my own parties, without fear that any hosting obligations are being slighted. More than that, it is simply great fun for them to have a diversity of team "partners" to call upon during the course of a year. And now that the external community has readily accepted my singleness, I sometimes choose to entertain without other hosts. The point is that all of these combinations and creative solutions work well, increase the comfort level of guests, and help establish a homey environment at the President's House; these solutions also provide great flexibility in meeting the social demands off campus. In the long run, the key to community acceptance has not been whether I have a host or escort, but how comfortable with the situation I am myself. Needless to say, I have learned to be quite secure in both my singleness and my social comfort level.

What many search committees perceived as a potential major problem simply has not been one, and need not be one, in the case of any single president—male or female. The President's House at UMF is a hub of activity, it is an inviting environment which is home both to me and the campus, and—yes—it has also served as an enhancement of fund-raising achievements. Thus, a single female president has not been a liability to the campus or to the community. In fact, the role model of being a single professional woman has been important for both our female and our male students to see. For some of them, such a role model will make a real difference in their own lives since it provides another option for living a healthy, productive life for our women students, and it may expand our men students' perceptions of the diversity of femaleness in our culture.

As I draw these remarks to a close, let me sum up some of the essential points we all should keep in mind as we look at the expectations of presidential roles now and in the future. We must abolish the too-often taken-for-granted concept that a presidency is one position automatically filled by two people getting one salary. We must continue to educate and raise the consciousness of chancellors, trustees, and search committees by negotiating reasonable compensation for the additional work and social obligations performed by the person or persons who back up the president. In addition, we must both encourage and model a wide variety of presidential possibilities, including the CEO whose spouse has an outside full-time career of her/his own, the spouse who is compensated by the university for work performed on behalf of the institution, and the single president whose support help is reimbursed.

This is a wonderfully exciting time for all of us who are working in the presidential arena, a time of new challenges and new visions, as well as new ways of making presidencies meaningful and successful for college and university campuses. As is true of so many institutions in the 1980s, the college presidency is also in a state of change, redefinition, and renewal. My final word to that is—hooray and hallelujah!

III

Woman
to
Women

7 The University Presidential Spouse in America

Roberta H. Ostar
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Spouses' Programs

Dedicated, hard-working, competent, and creative are the words one would use to describe the spouse of the American university president.

"Dedicated" because, the spouse, like the president, believes in the value of higher education; "hard-working" because the many hours given to the university duties and the time required for family responsibilities result in a very demanding schedule; "competent and creative" in meeting her university obligations, since the support and resources to assist her are more often than not inadequate to meet the need.

The typical AASCU spouse is a woman (there are several male spouses) between the ages of forty-five and fifty-five, not employed in a paid position, with children at home, and possessing bachelor's or master's degree and responsible for hosting a considerable number of university functions each year.

The daily routine of the "typical" presidential spouse may include the family breakfast, followed by several hours of desk work, planning, organization, and telephoning for the events she plans for the university; the spouse may attend a luncheon, either as hostess or as a guest of a group requesting the presence of the president's spouse; then it's more desk work, family dinner, and perhaps one *or more* functions to attend in the evening.

But not every spouse is typical. Most atypical, of course, would be the seven male AASCU spouses. Although he has fewer available hours to devote, the male presidential spouse also supports the value of higher education, is supportive of the president and the institution, and is usually present to host the major university social functions and ceremonies with his wife. However, the male spouses do not handle such tasks as cooking, arranging table centerpieces, addressing the invitations, etc. These duties must then be arranged by the university. In fact, it may be the advent of the male spouse of the president that will help most effectively to highlight the value and extent of the effort provided by the female spouse on behalf of the university.

Still atypical, but in growing numbers, are presidential spouses who maintain their own careers in addition to their role as the spouse of the president. About one-third of the AASCU spouses fall into this category, working at jobs ranging from university professor to sculptor to photographer. Most of these career spouses report that they also carry on the traditional duties of the presidential spouse.

If one asks, at this point, wheh they have time for their personal lives, it is a question they often ask themselves!

Amazingly, most spouses report that they enjoy their role. They are people who thrive on responsibility and achievement, as do the presidents. Their contribution to the enhancement of the university has not been widely recognized.

This commentary was delivered to the First International Spouses' Program in June 1984, Seoul, Korea.

However, the facts provided by the AASCU surveys may help rectify this situation.

As Clark Kerr, former president of the University of California, observed in his preface to the second AASCU survey of spouses:

> *Recognition of the important contributions presidential spouses make to institutions of higher education should lead to greater appreciation of, and support for, that role. . . . Greeting the community; entertaining the students, faculty, trustees, and donors; and serving as a representative of the university are essential functions for the maintenance of institutions.*

Official Entertaining

Probably the most important duty of the presidential spouse is the responsibility for a large part of the university's official entertaining. Since in America much of this entertaining is done in the president's home, the job frequently falls to the president's spouse. This major duty she performs for university guests, whether they be students, faculty, or community leaders, is often mistaken for a personal duty. Surely, the large number of guests that pass through the presidential home in a single year—from 1,500 to 6,000—is ample evidence of the fact that these are indeed official university guests, not personal friends of the presidential couple.

Although the goal of university entertaining is the enhancement of the institution, the guest lists for individual events vary. Nonetheless, a greater part of the effort is directed to the opportunity it provides to impress upon local legislators or the leaders of the community the value of the university's efforts in the community's behalf. These situations provide important "public relations" opportunities for the institution.

Other goals of the entertaining, listed in the order of the amount of time spouses report they devote to them, are entertaining the faculty, sponsoring fund-raising events for the institution, entertaining the students, and entertaining the governing board of the institution.

A home for the presidential family, usually on the campus, is provided in a majority of AASCU institutions. In a university-owned home, the presidential spouse is apt to find housekeeping more complicated than if she were managing her own home. More often than not, maintenance is provided by the institution, but the scheduling of it may remain the spouse's responsibility. Dealing with the university maintenance department frequently involves tact and persistence. The question of scheduling the gardening, for example, becomes an important issue when the spouse is planning a large outdoor party!

Because it is also the family home of the president, as well as the official residence, many institutions do not provide support services, such as cooking, cleaning, and the like, for the university-owned home. In this case, the presidential spouse with a family at home finds herself busy indeed: she must keep the house clean for her family and also keep it in the immaculate fashion appropriate for the official presidential residence, which may be visited at any time by important guests.

Those spouses living in their own homes find a different situation: their home is recognized as a private family home; therefore, even fewer support services are forthcoming from the university, despite the fact that much of the institution's entertaining is done there. And the implicit honor of being invited to the president's home—whether university-owned or private—is such that it is not only thronged with guests invited by the president, but also in demand as a location for events hosted by university and community groups. While the president and spouse recognize the value to the institution of the good will generated by allowing these groups to hold a function there, this lack of privacy adds to the strain on the president, spouse, and children.

Many AASCU spouses report that their institution through its food service or other means provided for food for the university functions, while the others say that they themselves prepare the food. One spouse told of personally preparing food for 100 guests on one occasion! Preliminary cleaning before an event, service during the party, and clean-up afterward are usually provided by the institutions, so that the spouses are generally free of this responsibility although at some of our institutions the president's spouse is still performing these duties herself.

While managing and orchestrating the social events that university life demands is probably the most challenging and time-consuming obligation of the presidential spouse, these social functions, in turn, provide one of the greatest rewards of the role: the opportunity to meet and talk with some of the most interesting people of our time. Whether it be the governor of the state, a local scholar, a visiting university president from abroad, or an opera star, many of the guests who pass through the presidential home provide a fascinating evening for the president and spouse.

Representing the University

Countless occasions more or less *require* the presence of the university president's spouse. Many of the community groups, the symphony board, the library board, a prominent garden club, and the like, as well as many groups within the university, vie for the presidential spouse's time. Most spouses find that an appearance at at least one major function per group per year is necessary and perhaps many more. The spouse will probably chose one or more activity most to her interest and will not only attend but spend some volunteer time working with this group.

The town-gown relationship, as we call it, is a delicate and important one. Both president and spouse are aware that any slight resulting from their declining an invitation may reflect unfavorably upon the institution and separate it from the community in which it exists. To translate this demand into the actual life of the spouse, one may refer to our survey statistics to discover that one of the spouses actually went to 400 such events in one year—another spouse reported attending 393! The average per spouse was sixty such "command performances" per year.

Occasionally the spouse may find herself substituting for the president at such an event. If an emergency arises when the president is scheduled to attend a function, the spouse may need to attend to represent the president, even, perhaps, reading the speech he planned to give. In such cases she certainly does represent the university and her discharge of the responsibility reflects directly upon the institution.

Governing Board's Attitude toward the Spouse

The role of the presidential spouse and the efforts she makes, unsalaried, on behalf of the institution seem to have been taken entirely for granted for years. According to David Riesman, Henry Ford II professor of Social Sciences at Harvard University, the "helpmate" role for the presidential spouse dates back to the early religious colleges headed by ministers. Their helpful wives became the model for the position. Riesman, addressing the AASCU presidents and spouses at their twentieth annual meeting, noted the concerns of the spouse when her husband is a candidate for the presidency.

As Riesman told our spouses, the current search procedures for a new president do not usually address the concerns of the spouse of the candidate. And, indeed, by law the spouse of a person being considered for a job may not be formally interviewed, since the spouse is not the one being employed. Yet, given the nature of the relationship of the presidential spouse to the institution, many search committees and governing boards have found it to be an advantage both for them and the spouse if a dialogue is begun during the candidacy period.

About one-half of AASCU spouses had been interviewed, formally or informally, by the board at the time their spouse was a presidential candidate. And, most interesting to note, about half of those interviewed were then able to arrange for resources and support services to aid them in carrying out their duties as presidential spouse.

When the governing board is aware of the major time commitment by the spouse to the university and the extent of her activities on behalf of the institution, the spouse is less likely to find herself in the position of coping with all of her university obligations by herself. Some boards have set up a special committee whose job it is to keep in touch with the spouse and recommend to the board necessary repairs and upkeep to the house and the furnishings, as well as catering, cleaning, and other needed services. Some of our presidents help the board become aware of the "added dimension" provided by the spouse by presenting to the board the annual schedule of university entertaining which the spouse is managing.

A competent, active, dedicated presidential spouse can greatly enhance the institution, and most boards are beginning to recognize this, both in terms of resources provided and appreciation of the spouse for her volunteer efforts. As Dr. Riesman put it, "The spouse may in fact be employed, although not personally remunerated, as, in effect, the institution's second most visible public relations officer."

Presidential Spouses With Their Own Careers

Many questions have arisen about the newer, less typical presidential spouse who maintains her own employment along with her university role. Surprisingly, more than half of this group are spouses who are forty-five years or older and who began their own careers while serving as presidential spouses. These spouses are responding, perhaps, to what is termed in America the "empty nest" syndrome—where the mother finds other employment after her children are grown.

Another concern was raised about the presidential spouse's being employed in the university community. What would be the reaction to this? Was it possible to be the spouse of the university president and work in the town? Nearly half of our employed spouses work successfully in their own community. And almost a tenth are employed at the institution where their husband is president. This situation was almost unheard of just a few years ago.

The nature of the employment is changing. At the time of our first spouses' survey, almost all of the spouses were employed in the education or health fields—traditional female employment. Now, a growing number are employed in business and science and technology. Most of these spouses report that their job is related to their own education and training, showing that they have been able to follow their chosen careers even through the usual moves from campus to campus. However, of those who had to interrupt their employment, most named moving to a new university or performing the many duties of the presidential spouse as the reason for the interruption. Several mentioned interrupting their career to have and rear children. Only one spouse said that the governing board specifically requested that she not be employed.

Why do these spouses seek employment in addition to their volunteer role as the presidential spouse? Most reported "maintaining professional status" in their profession as their first goal. Other reasons given are to earn money, to develop new interests, and to meet new members of the community.

It should be emphasized again that, by and large, those presidential spouses who are employed say they still manage most of the traditional duties of their university role. Many report that a governing board seems to be more aware of the need for support services when the spouse is employed. Moreover, they admit that they enjoy participating in the traditional role as well as being an employed spouse. This testifies to the point made earlier that these are persons who seem to thrive on responsibility and achievement!

Spouses' Contribution to Community Volunteer Work

Another aspect of the lives of the president and spouse is the great amount of time they devote as volunteers to community activities. More than 80 percent of presidents and spouses give their time to such activities as hospitals, clinics, youth activities, libraries, civic associations, symphony boards, social service agencies, and on and on.

Such activities benefit both the community, and the president and spouse, and also, as a byproduct, the university. While the community activity benefits from their support, the president and spouse benefit by getting to know their community, and of course, by helping a valuable activity. And as they participate in this community life, the university, through their efforts as "public relations officers," becomes known as a community partner in these endeavors.

Conclusion

Today's university presidential spouse would seem to be following in the footsteps of her ancestors described by Alexis de Tocqueville when he visited the United States in 1831.

He was impressed with the mobility of the population, and with the extraordinary independence of American women, commenting that the women were essential partners to their husbands in their endeavors and that the wives of leading figures in the community played important roles. He also took note of the activist women, crusading for prison reform or other causes.

And in the person of today's presidential spouse, one may observe the continuing of this American tradition. The spouses certainly are mobile—part of the norm for the employment of a university president in the United States—and as the spouse of a leading figure, they do play partership roles. And certainly they are still "crusading" today. Whether for women's rights or for world peace, their efforts are being heard and felt.

8 President to Spouse: Woman to Women

Betty L. Siegel
President, Kennesaw College, Georgia

Today, I thought I might take the provocative topic you've given me, "President to Spouse: Woman to Women" and talk about some of the generic things that we as presidents do. I know you hear it from your own spouses, but I think it might be interesting to hear another president talk about some of the problems that are basic to our office. I hope that what I have to say to you today will trigger your responses and your questions. I want us to share together, to come together to talk as women who are very much interested in the same things—quality higher education, quality personal lives, and quality professional lives.

I've been an administrator now for thirteen years, and sometimes I feel so much younger that I am! I'm psychologically twenty-five. One of my students, a 35-year-old woman, once came to me and talked about psychological age. I asked her what she thought her psychological age was. "I know you're thirty-five, but how old do you *feel*?" She said, "Can you imagine what it feels like to be sixteen, necking in the back seat of a Thunderbird at a drive-in? That's how old I feel." And I said, "How old does your husband feel?" She said, "Well, he's thirty-five, too, but psychologically can you imagine being in the third position on the recliner—comatose?" I think it's very interesting and very true: psychological age is more important than chronological age. So I want you to know that I feel like a new administrator. And I think this feeling is more common in female administrators than in male administrators because we are so new to administration, and because we come to administration later than do most men.

A new psychological study has indicated that when men get to the end of their careers, they often say, "I should have gone further." But women who reach the end of their careers often will say, "Look how far I've come." Of the two, I must admit that I think the women's approach is healthier and far more vital, especially if you think of some of the trade-offs we have to make in our lives.

I am a futurist and a student of administration. When I look at administration today, I can't help but remember that when I became an administrator, I tried to read all the books I could on how to be a good dean. I hadn't wanted to become a dean. I was a happy full professor at the University of Florida, when someone put my name in for a dean's position, and I thought, "Isn't it sweet of them to put my name in the pool for that position." One hundred people were nominated for that job, and I was flattered to be one of them. At that time, there were no women department heads in a faculty of 2,500 and no women deans in the traditionally "nonfemale" disciplines. There was a woman dean of nursing, perhaps, but by and large, there were relatively few in administration. Eventually, they narrowed the pool of applicants down to ten, and I became a little anxious, because my name was still included. Remember that this was 1972!

This address was presented to AASCU *presidential spouses at the association's annual meeting in November* 1985, *Bal Harbour, Florida.*

When they narrowed it down to three, I thought, This is no longer cute. What is happening to me? And then, one Friday afternoon, the vice president of the University of Florida called me into his office and said, "Betty, we want you to be the Dean of Academic Affairs." I said, "You've got to be kidding! This has gone far enough. I'm thunderstruck, but I simply cannot be dean!" He asked me to think about it over the weekend. That same day, I went to a conference called "Women: Breakthrough into Management." It featured professional women who had gone into management. One of my friends said, "Betty, it's all over campus. You've been asked to do that job. Are you going to take it?" And I said, "Oh, no, heavens no. Isn't that a joke?" She said, "Betty, take the job." And again, I said "No." But that afternoon, a woman spoke who was dean of arts and sciences at the University of Maine, and she closed her remarks with the words of Robert Frost. She turned to the audience and said, "We have 'miles to go before we sleep.' " And my friend jabbed me in the ribs and said, "Isn't that your answer? Go take the job!" So I walked over to the vice president that afternoon, without even conferring with my husband and said, "I'm your person." To my credit, I did not say, "I'm your man." So, I became dean of academic affairs.

Then came the hard part. I asked myself, "What does a dean do?" There were no models for me. I read all these books, the titles of which are a great barometer of the change that is sweeping administration and contributes to the difficulty of our jobs. First, I read a book called *The Gamesman*. It's a book that says you are supposed to put on your pith helmet and camouflage, bushwhack your way into the jungle of academia, and wrestle the animals to their knees—in other words create an "I win, you lose" situation. Then I read a book called *Power!*, which was interesting because it called for administrators to be larger than life—again, an "I win, you lose" situation. Then, I read a book called *Dress for Success*. During those days, my uniform was a navy blue blazer, a beige skirt, sensible closed pumps, Rolex watch, Cross pens, good burgundy briefcase—and I saw my counterparts in airports all over the world. As if clothing could make us good managers! Just recently, I read an article about how to eat for success. No kidding! No more wimpy salads for lunch; we now have to order "power lunches"—raw steak, raw onions. My point is, we fed on foolery when we tried to define administration with gimmickry—power, dress, gamesmanship.

Roles of the College President

As I look at the generic problems of the presidency today, however, I must say that I think it's harder to be a college president today than at any other time in history. In colleges and universities across the country, we are concerned with some major changes that are far-reaching. No more large sums of money are coming to our colleges. We are faced with declining enrollments; we are faced with dwindling resources. Moreover, we must also be concerned with "people problems." We are faced with faculty who are dissatisfied because they have reached a point where some joy has gone out of their teaching. Someone has likened teaching today to the end of a love affair, because so many splendid teachers have lost the vigor and excitement that once inspired them. We need to believe in our hearts and in our souls that people can be good and able and valuable. We need to encourage them to see themselves in that way at a time when society may be telling them that they are less than unsuccessful and insignificant. Our faculty and our staff have to be reassured again and again that they are valued.

College presidents today must also struggle to define the proper balance between liberal arts and business—philosophically and within the context of our own institutions. If there is any question that is confronting colleges all over the country today, it is that very one. How do you maintain the balance between the liberal and the technical? We have to be master teachers concerned with collegial ideals, and although that takes an extensive commitment of time and energy, it reminds us of what brought us into the profession in the first place—our love of teaching.

As presidents, we must also become involved with critical partnerships in many different areas—we have to be "boundary monitors." In a sense, we as presidents go to the boundaries; we see what is required, what has to be done; we bring it back; and we communicate it to our faculty for the implementation of programs. No longer can we be just "outside" presidents or "inside" presidents. We have to be both. These are extraordinary demands! We can no longer be just a business person, just a development person, no longer just the crown prince of intellectual life. We do have to do it all, and we have to do it well.

We also have to be "cultural gurus." I'm very interested in a new book called *Corporate Culture*. In that book, the author points out that CEOs must be very much involved with the rites, rituals, and rhythms of their organizations. We need to realize that what we think and what we do have a direct impact on the day-to-day life of our institutions. We directly affect how the Founder's Day program will go and what style of commencement we will have. These are things that we are confronted with each day, and we have to learn to be sensitive to how we affect the work of those around us.

Finally, we have to be leaders in education. We simply cannot be campus-bound. We must stay on the cutting edge of our profession; it is our duty to do so. I think that the most pressing problems of faculty today are compounded by the fact that the president is frequently away. Faculty want to touch presidents; they want to see you sitting at your desk each day; they want to see you in attendance at every campus event, and yet, it is critical that you be involved in professional associations. Associations give us the opportunity to become professionally renewed and to bring back the very latest developments to our institutions.

All of this boils down to the fact that this is an extraordinarily difficult time for presidents. You see that these are the generic demands of the job—they apply to both men and women, and they are very, very hard.

I've learned many things in my own odyssey as president. Perhaps the most significant thing I have learned is to deal with bitter disappointment—disappontment over things that I thought I really didn't deserve to be disappointed about. I've been bitterly disappointed when I've worked very hard for something—for a building that didn't materialize, for a program that wasn't approved—I've found it possible to work very hard and still be bitterly disappointed. When I was a professor, I'd walk across the campus, teach a bad class, walk back to my office and say, "I'm going to make it better." And I'd work on my lecture, I'd bring in a guest speaker, I'd bring in a film, I'd *work harder* and it would be better. Now I'm the president. I walk across campus and the world is my oyster, and I walk into my office and the bottom has fallen out of the world. It has not necessarily been of my making, but I am the person who bears that burden of responsibility.

I've learned also to bear bitter criticism, and I'll bet your spouses have, too, for things that were well intentioned. And yet, there are some people in this world who go through life seeking out opportunities to bring other people down—especially those in authority. We have those people on our campuses—certainly, they are in the minority, but they are there nonetheless. My point is that when we have those bitter disappointments and bitter criticism, it's often over things that are not of our own making. We must face, and learn to deal with, the bitter criticism.

Professional Demands

Now, those are the roles that a contemporary college president must play. I want to discuss now some of the demands all of us face. First, we all must deal with the demands of time. I'm very much aware that I'm no longer young. Have you all reached the point in your lives when you know you're no longer young? A woman told me this one the other day: "I know I'm no longer young when I look at my hand and see my mother's hand." When I assumed the presidency, however, I realized that I had no earthly idea of the time demands placed on a college president.

College presidents also spend an incredible amount of time establishing and nurturing partnerships. One of the partnerships I have is with the corporate community. I spend an inordinate amount of time in the business world. I spend time going to breakfasts where the food is cold; I spend time going to lunches where the food is predictable; I spend time going to business dinner meetings where the food is abominable—worse than what I had for lunch. What I have discovered, to my chagrin, is that when I go home to eat, I want to eat *tacos*. I want to eat hamburgers. I want to eat hot dogs. I want to eat anything except what might be served at a business meal! The critical partnership between the corporate world and the academic world need not be reinforced here. You already know how very important it is!

College presidents today are also having to spend a great deal of time cultivating partnerships with the public schools. We are very much concerned with how higher education has been affected by the elementary school and the secondary school. As presidents, we're spending more time with school superintendents, with state agencies, with the governor's committees on higher education. All of these partnerships must be nurtured very carefully.

Much of my time is spent with our alumni and our Kennesaw College Foundation. I spend a fantastic amount of time cultivating, wooing, and prompting, urging, and pushing our alumni. So much of my time is spent wooing my Foundation to give us the money we need so desperately to have the "extras" that bring sweetness to our lives. I cannot discount them; when my foundation calls, I go. I go when they don't call!

I must work closely with our board of regents, which governs our 33-unit university system. We are blessed with an outstanding chancellor. We are blessed with outstanding colleagues in the Georgia system, but it takes time to cultivate, to enjoy, and to educate those groups to the needs of our rapidly growing college. I have to be involved in educational associations. I have to be involved in civic associations. I have to be involved with the legislators, and so do your spouses.

All of these vital partnerships take time. I simply cannot wait, and neither can your spouses, to take on new assignments when I'm less busy. If the Governor calls me and says, "I want you to be on the Martin Luther King State Holiday Commission," I do not say, "I'd love to, but I'm really busy this year, Governor." Because I respect my governor so much and because I respect the Martin Luther King Commission, I say, "Absolutely, I will serve." I know it will take an inordinate amount of time between now and January 20, but I simply cannot think of another thing I need to do more. Your spouses do the same thing. I cannot wait to be on the board of directors of AASCU—five years from now when I'm older and wiser and have more time. My mother, for example, believes that I really can turn things down. I called her this morning, and she asked, "Betty, what are you doing in Miami?" I said, "Well, mother, I'm about my work." And she said, "But honey, it's the weekend!" As if that kept us from doing anything. We cannot do the things we really need to do.

Psychosocial Demands

I want to move into the psychosocial demands of the job, which are very different from the physical demands and the demands of time. Perhaps the most overwhelming psychosocial demand is the stance we must take as administrators. One of the things I think we must realize is that the *stance of an administrator* takes an enormous toll on self-esteem. In a book entitled *Advice from a Failure*, the author says, "Whenever I do anything really bad, I assume that nobody in the world has ever been as bad as I have been, but whenever I do anything good, I assume that anybody could have done as well as I have done, or better." A book called *If I'm So Successful, Why Do I Feel Like a Fake?* points out that when women arrive at a particular stage of achievement in their lives, they think, "How could I possibly have gotten here? What if they find me out?" I think that all college presidents experience these pressures to some degree. So the toll on self-esteem is that we think whenever we do anything bad no other college president has ever had this problem. Whenever we do anything good, everyone else seems to get the recognition. We're trying to maintain that all-important stance, while at the same time we're coping with all those feelings. I see you nodding yes; you're saying that this affects your spouse, as well.

The stance of the administrator requires us to be constantly on tap. We work the crowds. I can't walk into an elevator without giving a welcome! I am constantly working the crowds. Whenever I get into an elevator, I always ask students, "Who's your favorite teacher?" I never ask who's the worst. They are always willing to tell me about their favorite, and I take that information back with me and share it with that teacher. I "manage by huddling." I walk around the campus all the time working the crowds, picking up the innuendos that are so critical. Your spouses do it, too. The consequence of all this is that when I go home, I say to my family, "I am not going to smile for five minutes." I have been working the crowds and smiling *all day long*. There is a "presidential persona" that we have to maintain. We are not allowed to get sick, and when we do get sick, we have to get sick on weekends, on our vacation time, because real women don't get sick. We simply have to maintain that presidential demeanor, that administrative stance.

Presidents who face all of these demands have a tremendous need to disengage. This is, however, one of the most difficult things we do! As presidents, you may not want to share the events of the day, but your spouse is waiting eagerly to hear them and to provide counsel and support. My husband, as busy as he is, always asks how my day is going. And, invariably, I say, "Don't ask. Don't ask." I have talked about events of my day ad nauseam, in excruciating detail, all day long, and for me to repeat it all again, out of context, and try to recreate for him the context within which to place it all, is really just too much for me to do. Often, it is extremely difficult to decide what to eat for supper much less to rehash what has happened during the day. Have you found that to be a problem in your own lives? You are eager for information, and you feel, How can I help you if you don't tell me what is going on? My husband and I had more trouble with this than with any other issue when we were first starting our careers. We didn't want to let each other disengage; we wanted to confront and discuss *everything*. Now we know that if we don't want to rehash our days it's not because we love each other any less. It has nothing to do with love, but it has everything to do with allowing each other a certain breathing room for the spirit. We have so many publics to serve and we are always on call—that time to disengage is critical!

Family Demands

As you all know, the presidency places extraordinary demands on the family. Joel and I have two sons: David, nineteen, and Michael, seventeen. I feel very strongly that the best part of my life is my family, but it is the part that I often take for granted. When he was very young, Michael came to me and said, "Mommy, I need some money." I said, "Michael, I don't have any money." And his response to me was "Yes you do, Mommy, you're rich." When I asked him why he thought I was rich, he said, "You're rich in boys." He got the money. Truly, we are rich in family. We as presidents take family for granted, do we not? And we believe that our families will always be our lodestone, that they will always be there for us. As a consequence, I think we often are remiss in acknowledging the things about the family that give that marvelous structure to our lives. I have often had to ask my family to conform to my schedule. I think they hate it when I say, "I now have an afternoon. Let us play together. It's Saturday afternoon—time for a family picnic." No way! Often they are kinder than that. One of my sons will always go with me to the movie on Sunday afternoon because he knows that's my passion. Somehow, to have him accompany me on a Sunday afternoon makes life sweeter. If we ever have a conflict, it's because that's my only time to play. We have to have our vacation on *my* vacation. We have to have our weekend fun when I am free. We have to rely on small pleasures. We love it at Kennesaw College when we have a snow day. You see, when it snows in Atlanta, everything grinds to a halt. And so there is no way I can get to the college—or anywhere else. The last time it snowed, I sent Joel to the grocery store to get us some brownie mix, because you're supposed to have brownies when you're snowed in. He got caught in the snow, came back three hours later and said, "Don't you ever send me for brownies again!" We were going to give ourselves a little present of time (with brownies)—a rare gift. We presidents place incredible, and often unreasonable, demands on our families—and we know it. By doing so, we find that we have to pick those times in which small memories emerge as great.

All that is the generic aspect of what I wanted to talk to you about today. That's President to Spouse. Was it realistic for you? Did you recognize things in your own lives from another point of view? Did it affirm what you have been about in your own families?

The Role of the Female Spouse

Now, I want to be very clear on this next point. *The problems of a president are incredibly diminished by a full-time helpmate.* Many of you are full-time helpmates. Whether you are paid or not paid, whether you are acknowledged or not acknowledged, whether you are appreciated or not, your contributions are absolutely invaluable. Let me for a moment talk woman to women. Look at what you do as a female spouse! You're a partner in the pressures of the work. You are usually the person who listens actively, offers sage advice, because you are able to see things from the same point of view as your spouse. As a consequence, your judgment is exceedingly wise. There is no question of the invaluable nature of *these* partnerships. You also feel the demand of the stance! Do you not work the crowds, too? Oh, my dears, you'd better believe you do! In our nurturing roles, we are like Martha in the Bible; in our working, sharing roles, we are like Mary. You are constantly working the crowd, monitoring the mood. By the way, women are superb at that.

We are absolutely superb at "people problems"; the famous Kellogg study points this out. We are awfully good at monitoring. We have a built-in radar;

whether it's biological or cultural is really beside the point. The important thing is that we do have it. When I walk into the house (and I have on my glasses), I can see fifteen things to do. "Has the dog been fed? Has the mail come? Has the lawn been mowed? Why are the newspapers all over the living room?" I attend to all that. My husband, on the other hand, has the ability to walk into the house absolutely oblivious. He can step over comatose bodies, go directly to his study, and never notice anything amiss. I am expected to be the custodian of the house, and you are, too. "Mom, where are the keys?" I get that old radar going—KEYS, KEYS—"Mom, what's for supper?" KEYS—SUPPER—"Mom, where are my clean socks?" KEYS—SUPPER—SOCKS—my range gets wider and wider. I think we learn to do this. I don't think that God, in His infinite wisdom, said, "Women, you must be the radars for the world!" That radar is, however, a tremendous help when we have to work the crowds! You must believe that. How wonderful it is for you to be the touchstone of the family.

If you are a full-time helpmate, I want you to think for a moment what it must be like to be a woman president with a male spouse. This is almost like a male president with a full-time working spouse, but not quite. How many of you are full-time workers outside the home? The study that I pointed out has real meaning for you. The new Harvard studies point out that women who work outside the home come back home and spend twenty hours a week with their children. Men who work outside the home—the same number of hours—come back home and spend five hours a week with their children. How marvelous it is that you give twenty hours a week to your children if you work outside the home! Another study says that women who work outside the home come back home and spend twenty-five hours a week in housework. Men who work outside the home, do I dare tell you, come back home and spend one hour a week on housework! Women, then, who work full time add forty-five hours on top of their outside jobs. Women, let me tell you all something. If you are working full-time, change your conception of what constitutes cleanliness in your house! There is a difference, however, because the male spouse does not feel so obligated to do some of the things that have been traditionally included in the woman's role. My husband is a full-time professor and a full-time law student. He is doing both this year. We have two sons in college. It is important for him to work as well as study in order to make a financial contribution to our family. He does it joyfully, but it gives him no time for anything remotely connected to household maintenance. On the other hand, I, as a very busy president, maintain my role as the mother, the nurturer, the housekeeper, because as a woman it still falls to me to fulfill some of the traditional roles I always have.

All of this is compounded by the fact that we do not have a president's home. Many of you have a president's home; a few of you do not. In our family, if we had a president's home, yard work would be done, car maintenance would be done, housing would be taken care of, maid service would be there. In our family, cleaning is simply sporadic. In our family, shopping is impulsive. In our family, car maintenance—well, we shoot the cars, I'll tell you the truth! In our family, cooking is hurried and unsatisfactory. One of the things I find myself doing is cooking on vacations. I love to go to the beach, and when I'm there, I surround myself with several of my 283 cookbooks. I want my children to have something memorable to eat sometime during the year! Bill paying is slow, because I pay the bills only after more important presidential tasks are accomplished. Our yard is a disaster area; we could apply for federal aid.

Child care, however, is one thing that is not negotiable. Child care is, and must be, all-important to Joel and me. No matter how busy we have been, no matter how troubled we were about our problems, my husband and I have never, we hope, shortchanged our children. We have watched our children sit on the bench at more basketball games than you can count. We have gone to stand for hours watching track events in the rain. We have watched our sons play soccer, and we have gone to rugby games at which they were carried off the field. We have never missed a PTA meeting, and when the school has a potluck dinner, we stopped and bought fried chicken as our contribution. I'm sure you all wouldn't dream of taking something like that! If you are both going to work, and you don't have a president's home, there are extraordinarily hard demands placed on you for everything, and you really have to juggle them all to come up with the things that really matter. Vacations are sacrosanct in our family; nothing must interfere with them. We've decided that some of our maintenance activities can go. We've found that it's amazing how much maintenance can be shed once we've established that our priorities center on our family relationships.

What are the implications of all these observations? The job is monumental for president and spouse. I never dreamed it would be so time consuming—that it would require such ceaseless effort. Of course, it's rewarding! I would do it if I didn't get paid for it, but you musn't tell that to my chancellor! I love my job. But it's as my fellow AASCU President Alice Chandler says, "I love what I do, but I don't necessarily do what I love." I think that's very true. There are many things that I'd like to do for self-renewal; I simply don't have time.

Women Need Options

Women absolutely need to have the same options as men. Those of us who are forty-five to fifty-five have children who are grown up. You see them all go off to college, and you're faced with a wonderful possibility to extend vitality instead of senility. You're not going to be old longer, you're going to be young longer. And you begin to look around and ask, "What can I do to be what I'm capable of becoming?" It's wonderful to be a woman at this age. I've just now taken up golf. The only time I can play golf is when we have our "Kennesaw College Open" every month. We invite anyone who wants to play—from janitors to the college president—and we play happily. I would not take off just to play golf, but I view the game as an opportunity for team building. I even jest that I only play golf in the '80s. If it gets any hotter, I won't play! When I get better at it, golf may be my one concession to doing something privately—just for me.

Women also have to have the option today to be students. How many of you are taking a class right now? Oh, how wonderful! Ten years ago, there were

49,000 women over the age of thirty in college. Today, there are 690,000. The oldest student at Kennesaw College is a man who is seventy-two years old. Last year, he won the history award. Our young students said, "That's not fair—he lived it!"

Then, there's the option of working full time. Some of you women will decide to do that. Again, Maslow says that true creativity is work that goes someplace joyfully. Women who do not have children will work forty-five years outside the home. Women who do have children will work twenty-five years outside the home. Half of the young women over sixteen are in the work force. We're all going to work a long, long time. Many of us will work for financial reasons. You, perhaps, will not have to, but if anybody told me ten years ago that I'd be making what I make now and couldn't live on it, I'd have called them a liar!

Volunteer work is also an option. I'm very excited about the idea of volunteer work. About five years ago, I was giving a talk in Orlando to the National Association of Homemakers. I have never been a full-time homemaker in my life and there were 3,000 women seated in this huge conference room. Just before I got up to speak I was preoccupied and frustrated about what to say. A colleague said, "Betty, I notice you're disturbed." I said, "Well I don't know that I have anything to say." He said, "Betty," and he motioned broadly to those 3,000 women. "Last year these 3,000 women did the equivalent of 25,000 years of volunteer work." I've never forgotten that because, that to me, is significant work. Is it not? And for those of you who elect not to be volunteers outside, but volunteers in the college, a new study points out that women who do so should be given $25,000 a year for what they do.

Finally, let me conclude by saying that the demands of the presidency are extraordinary—on both president and spouse. Because the job requires so much time and energy from both partners, women certainly need to have the same options as men. They need to have the opportunity to be students, to work full-time outside the home, or to be paid for being full-time helpmates, for the work is very hard indeed!

Margaret Mead tells us that, during our lifetime, we only utilize 6 percent of our potential. We are going to have to reeducate ourselves, we're going to have to reeducate our boards, we're going to have to reeducate our faculties so that we can find ways to open the doors that will lead us to become our best possible selves. Whether we work outside the home or not, whether we're a female or male president or spouse, and whether we have children or not, we must resolve to be the architects of our own destinies; we are like sculptors who have been given lumps of clay—beautiful in their limitless potential. We must all take the responsibility for the shaping of our lives into exquisite works of beauty and joy.

In a sense, this has been a relatively simple message, and I hope it has been helpful to you. I'd like to leave you with my favorite poem, which I think helps us to realize that there are, there will be, no "givens" in our odysseys.

I do not wish you joy without sorrow,
Nor endless day without the healing night,
Nor brilliant sun without the restful shadow,
Nor tides that never turn against your back.
I wish you faith and love and strength and wisdom;
Goods, gold enough to help each needy one;
I wish you songs, but also blessed silence;
and God's sweet peace when every day is done.

(author unknown)

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The First Year Can Set a Pattern: Advice to the New College President's Spouse

Grace C. Fulkerson
Spouse of the President
Adams State College, Colorado

My husband is president of Adams State College, a small state college located in the southern part of Colorado, whose mission is to provide "quality education with a personal touch." The majority of our 2,000 students are from rural areas.

Adams State flourished during the late fifties and sixties. Then during the late seventies, declining enrollment hit the campus, and faculty positions were cut. Adams State, which is the largest in the San Luis Valley, was getting an abundance of negative publicity.

During the good times, Adams State had had a popular president, who was well respected in the community. The next president selected was not as fortunate; he had some tough decisions to make. As well as I can tell, it was not his academic decisions that removed him from office. He held himself aloof from the community and the campus. A year passed with a faculty member serving as acting president.

We arrived on the scene in 1981. Since Bill has been in office, our enrollment stabilized and this year we were one of two state colleges and universities whose enrollment has increased.

At the present time, we are not struggling with town and gown relationships. When one state legislator proposed to close our doors, the community rose to the support of college. When such crises occur, it is great to know your community will stand behind you. Some of you may be faced with the same problems, owing to the probability of lower student enrollments in the future.

Today I would like to give you a few guidelines that might help you earn your community's support. Compatibility is a key to the success of your new position. It is to be hoped that you and your spouse have been selected for leadership in an environment that will work well with your personalities, talents, and interests. Not only has a board made a selection, but you and your spouse have made a commitment together to this board to do the best possible job.

I will go back and emphasize the word together. When our board was interviewing a candidate, he was asked how his wife felt about moving. His response was in essence she will do whatever I tell her to do. Our board chairperson was a woman and two other board members had to hold her down. Needless to say, that was the end of his candidacy. As stated before, our predecessor was not successful in town-and-gown endeavors. The community did not welcome us

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These comments were presented to the new AASCU presidential spouses at the association's annual meeting in November 1984, Washington, D.C.

with open arms. The attitude was—O.K., you're the new president: *prove* yourself.

My spouse grew up in a small college town. His memories of family business versus college politics have given him valuable insights. One of his first moves was to join a local coffee group that congregates six mornings a week. He communicated with them on their level—which actually means they liked his jokes—and he communicated with them on their turf. He did not wait for them to make an appointment to meet him in his office. I believe this was an important step in breaking the ice with our community.

As we went about our tasks, other community organizations asked for our membership. We tried to show the community that we are interested in them and need their support. Alamosa's men's service clubs now serve a pancake breakfast on Parents' Day in the fall. This is one way the community says "Welcome" to the students, "we're glad you're here." The college uses the breakfast as a recruiting event. All valley high school seniors are invited and there is a large turnout for this activity. The student population from the valley is on the rise. I'm not saying that the breakfast is why they decide to attend the college, but it is one way to give the students a positive experience and at least get them thinking about our institution.

Enthusiasm and willingness to support your spouse in his or her endeavors is another key to success. Meeting and greeting people on the campus is an everyday occurrence. A genuine smile can go a long way. Use that smile not only for the governor visiting your campus, but also for the plumber who has to unclog the drains in your home.

At Adams State, we live in the college-owned home. I use this home to host cocktail parties before dinners held on campus. I am usually at the door to say "Welcome, we're glad you're here" and to extend my hand in friendship. I've had a few people ask, "Don't you ever get tired of this?" I reply that we are delighted to open our house to them.

The first two years, I made it a point to let people tour the house. Our home is one of the larger homes in the town and people just have a natural curiosity about the interior of the place. It takes a lot of time and energy on my part to have twenty-two rooms ready for viewing, but I am willing and happy to show the people how we live.

I believe you need to set your own style. I have tried to be myself and not walk in the footsteps of any former First Lady. I chose to do things that needed to be done rather than doing things simply because they were done by my predecessor. One of the questions asked during our interview was whether I would join clubs. I told our local trustee that it would depend on the organization. I have joined some clubs because I feel I can provide a service to them. If you do not wish to join clubs in your community, I hope you can be as diplomatic as possible.

As far as your style in entertaining, you need to do what is comfortable for you and your guests. I think one former First Lady on our campus held an annual Christmas Open House. I do not. I schedule faculty receptions at different times each year. One year I had a Christmas reception; the next year I did not. However, I did receive an apology for missing our Christmas Open House even though I didn't have one.

There was a tradition on our campus that had been broken before we came and blessedly will remain history: a Gown and Town dinner held each spring. The faculty members were required to attend, and to invite and accompany a member of the community. We did have a dinner election night eve for our foundation board and we opened it to the public. Our speaker was a U.S. Congressman from Colorado who was not seeking reelection. The response from the community was great. As I sat waiting for the speaker to reach the podium, I thought how nice it was that the people who had attended did so by their own choice rather than by obligation.

My final guideline is to try to find some time for yourself. Do something you really enjoy. I have found trying to keep my physical fitness important. I lift weights three days a week with a friend at the college. I feel this activity gives me more strength and stamina to deal with daily life. The community sees me in my sweats walking to and from the gym or jogging down the street. They wave and I wave back. The weight lifting also keeps me in condition for a sport I have learned since moving to Colorado—skiing.

I have been surprised at the number of people who have commented that I have taken up skiing. I feel they view it in a positive way of adjusting to my new environment and are pleased that I participate. The real treat is being up in the mountains and viewing the incredible scenery around me.

The college almost becomes a part of your family. We can laugh together, share pride in our work, and cry together when sorrow arises. But each college and community has its own unique characteristics and problems. I hope you will be a good match for your position.

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What Would You Do If . . . ?

selections from a collection of actual situations faced by some AASCU presidential spouses

Compiled by **Janice Taylor**
Spouse of the Chancellor
University of Arkansas at Monticello

Editor's Note:

Three years ago Janice Taylor was planning a seminar for new presidential spouses of AASCU. At those programs in the past, it had been found that while the new spouses knew they had many questions to ask, they were often so new to the position that it was hard for them to be specific.

Mrs. Taylor solved the problem effectively, and with humor, by presenting them with a group of actual situations from the experiences of AASCU spouses. When word of her collection got out, more and more vignettes of university presidential life flowed in, and as more spouses learned of this collection, our experienced spouses asked to have a session, too, based on these situation pieces.

We present here a selection of them—with no solutions, of course. There are as many and as varied soutions to these puzzling situations, as there are readers. We present them for the readers' enjoyment and edification—taken together, these vignettes present an accurate portrait of university presidential life!

The President's House

Best Intentions Gone Awry

After arriving at the new campus, where your husband has just been named president, you discover that the roof of the President's Home leaks, rain comes in around the doors and windows, the carpet is rotted in places, the drapes are circled, the basement holds a foot of water when it rains, and very little, if any, repair has been done in years. The governing board, after seeing the home, allows you to supervise the repair and remodeling. The work is being done by your physical plant.

There is much talk among faculty about "what is going on up there?" and "she must be spending a fortune!" Faculty had been allowed very little access to the home in the past and students none at all. There is an article in the student newspaper questioning the time and money spent on the home. So you decide (because you like to entertain and you are proud of the job that has been done) when the work is done to have an open house for faculty and student leaders. Since they had no idea what condition that the home was in before repair and remodeling, you show some "before" pictures. These were pictures you took when the home was empty and before remodeling started.

The former president, who lives in town and is on the guest list of retired administrators and faculty, is invited and attends with his wife. They visit only one room (the one with the "before" pictures) and leave making some excuse.

It does not dawn on you that they are offended until several weeks later when a friend of the former first lady (also a former faculty member) comes to see you and tells you. You explain to the friend your reason for showing the "before" pictures. The former first lady has not exactly given you a warm welcome since you arrived. You have a feeling that she resents you. She had lived in the house for nineteen years, the last eight (at least), there was need of repair.

However, you realize her bad feelings toward you may affect both your husband and the university. She has, of course, many influential, important college and community members as her friends.

What can you do to alleviate the situation?

A Complete Remodeling?

Since your husband is the new president at a state university, you have moved into the 50-year-old residence owned by the university but located off campus. Just before you moved in some work was done including repairing a crumbling ceiling and replacing outdated original bathroom fixtures. And *at the suggestion of the outgoing first lady*, some additional kitchen appliances were added (at minimal cost) rather than replaced to facilitate entertaining large groups at the residence. A member of the state legislature read about the improvements in the student newspaper, and, without personally checking into the matter, issued a press release to the local newspaper to the effect that there was no justification for a *complete remodeling* job in the home that the state provides free to the president, and further elaborated on benefits being provided to the president by the taxpayers—unconscionable when taxes are so high, he said. The matter has become a widely discussed issue both on and off campus, and several students have come to the home insisting upon seeing how tax money is being spent.

As first lady you see several options regarding the situation: ignoring the matter; a rebuttal by the president; a statement by one of your husband's top administrators who knows the facts; inviting the legislator to see the home and its improvements, then dropping the issue. How will you proceed?

Being on the House Tour Circuit

Your husband has just been appointed president of one of the oldest universities in America. You and your family (two teen-age children) are moving to an old and historic President's House. All the presidents of the college have lived in this house.

During the former president's tenure, the President's House was furnished with antiques by a committee of thirty members headed by a renowned curator. During the former president's tenure, the house was open for the public to visit on a regularly scheduled tour basis. Many college, community, and groups interested in historic homes as well as groups just interested in seeing the President's Home would tour the house. Though the first floor only is open to the public the responsibility of over $1 million in antique furniture, silver, brass, paintings, etc. is an awesome thought to contemplate.

Owing to the interests and style of the former president's wife, the house was a going, busy concern where the college, alumni, and community looked for the house to be open to them.

As the new presidential spouse in the President's House, you have your own business interests and any time left over is spent with your children and in making a supportive home for your husband. You do not want to inherit "The President's House" and the demands of the "job" as expected by the community and the college. What would you do and how would you do it?

Community Use of the President's House

The Community Symphony Guild asks to use the "official residence" for its Fall Coffee. The ladies are most gracious and promise "they'll do all the work." The time is set from 10:00 a.m. to 1:00 p.m., hoping the 12:00 to 1:00 hour will attract the many women who work. Their committee has planned food, table decorations, and clean-up. At 8:30 a.m., as you are beginning to dress for the occasion, one of the ladies arrives early to see if she can be of any extra help. Her food has to be kept warm. By 9:00 a.m. three or four more ladies are in the kitchen, all needing help with dishes, food, or table arranging. By 9:30, there are seven ladies in the kitchen and chaos reigns! Some guests start arriving early to be sure to find a parking space. You are at the front door helping welcome the guests. By 11:00 a.m. the dishwashers are getting behind and the kitchen crew needs more directions about extra towels, dishes, and spaces to put things. The committee has not brought a large enough coffee pot and the coffee runs out. (Your large pot is in the basement). Many noon-hour guests do arrive and stay until 1:30. The ladies in charge of the food leave (leaving partial batches of everything). Now the clean-up group begins. They need directions as to how you want the food disposed of, dishes washed, and where things should be put. By 3:30 as the last guest leaves, and you sit down for a moment, you think, There surely must be a better way to do this. What is your plan the next time a group calls? How do you keep some order in the kitchen and yet not hurt anyone's feelings? What type of plan do you develop for ladies who use your kitchen?

Can Botany Begin at Home?

Your husband assumed his first presidency, and you have been living in your state-provided presidential home on campus for one year and eight months. You have learned that the groundskeepers who care for your lawn—university employees—really do not know much about maintaining and improving your lawn and flower gardens. The grass turns brown, the weeds take over, the flowers die for lack of watering, the shrubs and trees are not properly trimmed.

You and your husband have always kept your grounds meticulously trimmed at the homes you have owned previously; in fact, you have been known as those people on the block whose lawn and flowers stand out as the model for others to follow. You have won several house and garden awards for your manicured grass and garden.

The workers on your maintenance crew feel they they do an excellent job of keeping the campus free of litter—and they do. However, they do not see weeds, and they have no aesthetic appreciation of what an attractive lawn looks like.

Your husband has no budget to hire an expert or experienced gardener who knows lawns and gardens. You don't have time to show them how to do all the things that must be done to make your lawn and garden attractive.

As first lady, you have tried subtly to give them certain hints, but they don't seem to understand. They mean well.

Should you ignore the yard and learn to live with a yard that is very much below your standards? Should you bring the botanists on campus into the act? Should you persuade your husband to rearrange the university budget to provide outside help? Should you take the workers on a tour of a city to show them homes that have well-kept lawns and yards? What will you do?

Communications Say It All: Working with Staff

Is It Her House or Yours?

You arrive on a campus that is poorly organized in terms of maintenance. The President's Home, a large and gracious Georgian house, has been maintained for the last twelve years by the same full-time (not live-in) housekeeper, a woman in her late fifties or early sixties. Anxious not to rock the boat any more than necessary, you write her a friendly, optimistic letter indicating your anticipation of working together. Slipped into the letter is the request that she not smoke in the house (she is accustomed to chain-smoking even while preparing food) but other than that you do not make any immediate changes.

Your family moves in. The house is not well cleaned. Whenever you ask the housekeeper to sweep, vacuum, or clean a bathroom, she does it, but first glares at you long and hard. Over several weeks and months you gradually piece together the realization that this is a housekeeper who is a good cook (though in a different style than your family is accustomed to), arranges flowers beautifully, and folds clothes meticulously, but has never been expected to clean and is profoundly insulted at being asked to wield a broom. The previous president's wife is deceased, and no one seems to know how the house was maintained except for an occasional call to the plant facility office.

This is a region you are unfamiliar with and the customs are seeming stranger and stranger. What should you do?

We Don't Do Things That Way Here!

Your husband is a new president of a state university. You have occupied the president's residence on campus for six months, having moved from a state 2,500 miles away. You have been doing extensive entertaining in your home for these six months.

The standard operating procedure for custodial help in the home has been to send an army of custodians (4-8) for "pre- and post-state/university functions." No help was available on a regular or even semi-regular basis and the faces of the arriving custodians were ever changing. The service was extremely poor—as in spraying "Fantastic" on your wood coffee table, or three helpers to wash your floor—(one to hold the pail, one to push the mop, and one to supervise). You spend a lot of time undoing the damage done and decide that some changes must be made.

You suggest to your husband (the president) that it would probably be more cost effective and less disruptive to you as well as the custodial staff if an arrangement could be made in which only one, and the same person, could come at regularly scheduled times.

While your husband is out of town, the assistant to the president and the business manager request an appointment with you. The business manager states that "he doesn't know where you are coming from but we don't do things like they do back East—I know that the president of Harvard has a chauffeur and considerable household help, but the only way it's been done here in the past is the only way it can be done!" He goes on to inform you that a custodian has been complaining that you are asking her to dust pots and pans, and just what does that have to do with a state function? (You have many coffee pots hanging from a rack in the kitchen above the counter, and much of the entertaining spills over into this area of the house because your house is not a mansion). The business manager then informs you that it is his job to keep the university out of trouble and he is concerned that if the custodian is complaining about dusting the decorative pots she may file a grievance with her union and create problems. What is your reaction? How will you handle this?

You Don't Pay My Salary

Your husband is the new president at a state university. You wish to begin the school year with an open house for the faculty. The food service director for the university is to supply the food and the catering assistance. When discussing the menu with the food director, he indicated verbally he had knowledge of what you would like done and how to prepare and present each item. The day of the open house, the food service director arrives to begin setting up ten minutes after the guests are due, wearing a tee-shirt and in generally unkempt appearance. The food was late and poorly prepared, not what you had asked for and he had promised to deliver. The three-hour open house ran out of punch in the first hour, though the food director had indicated knowledge of how to estimate this. The serving waitresses were poorly attired. You noted half way through the afternoon your husband directing the catering help in how to clear away dishes.

This food service company has a contract to go until the following year.

You decide to deal with this inappropriate behavior by discussing the Open house with the food service director the next day. His response is open hostility. What can you do now?

Labels and Status

Both your husband (the president) and you enjoy entertaining, and you have generally gotten favorable response from both the campus and the community for the kinds and amount of entertaining you have done. One thing you have done of which you are proud and which has been well received, is to plan definite, special times for the nonteaching personnel on campus. That means everyone from the one who mows the grass to the people who staff the support services. After a few trials, you have discovered that the response from this group is better if you entertain them during the working day, either during the "break time" or just about quitting time. Last year when the invitations went out, you received an anonymous letter accusing you (essentially) of belittling these people by having them for a party with "less status" than the faculty reception—different hours, different food, etc. Holiday time is coming around again. What now?

The Presidential Calendar

The time is 9:30 on a Monday morning. You have accepted an invitation for lunch with a woman who is important in the community and with whom you would like to get better acquainted. The date has been on your calendar a long time.

The phone rings. A voice from the university relations department of your husband's school says, "Sorry Mrs. Blestbe, but I'm afraid you and your husband will be having five instead of three visiting foreign rectors for lunch."

After you call your husband and discover it was on his calendar (he just forgot to mention it) and make all the other calls necessary for your quickest lunch, you face another immediate problem; what to do about your lunch date. Do you lay out a fast buffet? Or get a helper to do it, and leave (maybe forever)? Do you invite her to join the rectors for lunch? These are easy decisions. But you realize the real problem has to do with how to have a foolproof, four-way communications system so that you, your husband's office, and the university relations office are (1) coordinated, and (2) not taking you for granted.

What's your solution going to be?

The Calendar, Again!

A reporter from the state's largest newspaper called the university's public relations office and scheduled an appointment to interview the president and his wife (you) concerning "your presidential lifestyle." The public relations office called the president's office and reported the time and date to the president's secretary, who faithfully recorded it in the date book. The president was out of town on a business trip at the time. Neither the public relations office nor the president's office thought about calling you at home to see if it were convenient for you to be interviewed at that time of day.

Upon returning from his trip, the president, having so many items of business awaiting his attention, failed to check his calendar more than one-half day at a time.

While you were in the midst of preparing a 6:00 p.m. dinner party for thirty people, you receive a call from your husband at 1:30 p.m., saying, "You won't believe this! We are being interviewed at 3:30 about our presidential lifestyle. A photographer is coming to take pictures of the house, inside and outside." He has already called to find that the reporter is already on the way to town; therefore, it is too late to reschedule the appointment.

Pondering your situation, you realize there are many items left on your agenda for the dinner party: setting the table, making the rolls, tidying the public rooms, etc. You are still dressed in your working clothes and, to make matters worse, you are just not in the mood to be a "public figure" at the moment.

How do you solve the dilemma without creating repercussions from the reporter who is writing the article for statewide attention?

Kids Unglued

When They're Little . . .

You have moved into the president's residence—right in the middle of campus. You have young children accustomed to neighborhoods and playmates. Your children go out to play on the campus grounds, your "extended" yard, and they are harassed by college students; it may be teasing to the students but it is frightening to a youngster. You have to live here; your children have to call this place "home." What do you do?

Moving Adolescents

Your daughter, now fifteen, who has lived for the past twelve years in the same town, cried buckets of tears when she learned of the impending move to a small town 500 mile away. Slender and attractive, shy, but beginning to bloom in her first year of high school, she has always had difficulty adjusting to change. And this change is the most jolting one of her life. From a large city and large high school where she and her small group of friends were relatively unnoticed by the mainstream of students and community she is uprooted and set down in the glaring spotlight of a small town, where, with her good looks and her father's position, she is much envied, but little befriended by girls who, years later, confide that they feared she would steal their boy friends. A late bloomer, she has had two dates in her young life. The boys (from good families) assume she is well experienced, and she finds dating no fun. As she has never been more than an average student, academics are not a source of satisfaction. Her skin, always clear before, breaks out in a light but annoying case of acne. Always slender before, she develops a weight problem.

Your senior son, always a good student, outgoing, and musically talented, moves from enthusiastic award-winning honors band to a one-band school where the band instructor is burned out. The nucleus of male student leaders get into minor mischief and drink (a long-standing practice in this town, ignored by responsible adults and abetted by a few) and your son falls in with this group.

You are getting organized, improving your inadequate wardrobe, being entertained constantly in this very social town; your husband is assessing his own situation, deciding how to go about replacing administrators who are not effective and in whom the board has lost confidence. As a new face (and voice) in town, he is giving many speeches. Neither of you has ever been busier. You feel confident that you and your husband can get a grasp on your jobs, but are overwhelmed with worry over your children. Should you send them off to a good boarding school (which they don't want and which would require a major financial sacrifice)? Should you look for a good psychologist in the nearest cities, two and one-half hours away (which would mean first persuading your husband that all psychologists are not quacks)? Or should you lend all possible support to the children and hope for the best?

And Now, A College Student

Your daughter has graduated from high school at the local high school and decides to attend the college in town where your husband is president, and she is living at home with you in the presidential home.

Many of your daughter's friends at the college live in the dorms, and your daughter visits the rooms of these friends and studies with them in the dormitory where they are living. The friends also spend quite a lot of time at the president's residence, and all seems to be going along very well until one of the friends tells your daughter that the administrative supervisor (adult) for the dorms meets with the students and warns them that your daughter is a spy and to keep away from her and be careful what you say in her presence.

Your daughter is very upset and talks with you about it. She feels her integrity has been brought into question.

What do you do about it?

R and R: Relationships and Repercussions

To Join . . . and Stay Joined

You have resigned your long-termed teaching position to be able to travel with your husband and assist him in his new position as president of a state university. You receive many invitations to join nonuniversity organizations; you already belong to several on campus. You carefully choose three—one group meets twice a month and is very strict about attendance; you enjoy it. One group is a study club, and you want to go even though it requires a great deal of time to prepare for each meeting. The other group was the most interesting at first, but after several years of attendance you find *many* other things you would rather do and some you really need to do. The membership is limited, and there is usually a waiting list—you are an officer.

Through the several years your husband has been president, you have assumed more responsibilities than you probably should have. Your time is budgeted to the fullest—especially in the fall and spring. It is difficult for you to entertain three clubs every year (your university house is large, you have help, and so you have been asked every year to have one of the meetings), and do your university entertaining.

Your husband is very much against your resignation. Many of the members are older alumnae. He feels they will be hurt if you resign. He also feels he and the university benefit greatly from your association in all three clubs. He asks you to budget your time better, get more help, give up some of the yard work you love and need for exercise and serenity. What do you do? (1) Resign and forget it. (2) Stay with it and don't attend much. (3) Make yourself go and give up some of your recreation.

A New "Friend"

You have been in Crown City for nearly a year. This is your husband's first presidency and you are busy but have discovered you are lonely. You feel you have to be cautious about close friendships with faculty wives and relationships with trustees and don't know many people in the community. Then, a wealthy woman, Mrs. K., begins to invite you frequently to do nice things, to go to fancy places, and she showers you with gifts. You are flattered, but a little uneasy. You think it must be good for the university for you to have additional access to fine clubs and exclusive events to which Mrs. K. takes you. At a university dinner, an old-time faculty wife comments to you that this woman is a notorious celebrity chaser, and furthermore, that she will be exacting a big price by her expectations of special favors in wanting to be included in the most important university events, and also will want to give advice on appointments of her friends. How should you handle this?

An Old Friend

Your husband has come up through the ranks to the presidency and since you have been at the institution for a number of years you have many good friends. One such person, whose wife is among your closest friends, simply cannot adequately perform his administrative job, and your husband decides to remove him from his position by giving him a choice of working under someone else, teaching, or taking a year to find employment elsewhere. In his middle fifties but with young children, the man is stunned, and after talking with his wife decides to accept the demotion. Should you call or visit your friend? If so, what will you say? When you next happen to meet each other—which will undoubtedly be soon—how are you going to act?

Must You "Cop Out?"

Your spouse has come up through the ranks to become chancellor at a state university located in a town of about 30,000. The university, with almost 14,000 students, is a powerful segment of the city. Both you and your spouse have been active in politics since moving to town years ago. There is a system-wide policy that the chancellors in the university system remain above politics. You have held offices in the party structure at the precinct, county, and state level. Your former party associates expect you to continue as an active participant in a politically charged year. How do you work out a mode of behavior that is diplomatic without being a complete cop out? Can you keep your own convictions intact without jeopardizing your spouse's public neutrality?

Real Drama!

You are in your fourth year at a moderate-sized university in a small town. Things have gone relatively smoothly from the beginning. You and your husband have earned the respect and admiration of the community for your hospitality, extended to all friends of the university, and for the continued progress of the university under your husband's leadership. You have earned your place among the established leaders of the town through your hard work, low-key life style, and the responsible manner in which you carry out your duties. Through concentrated effort you have made many friends for the university. But inevitably you have made a few enemies. A middle-aged man who has been on the staff for fifteen years is exerting only a minimum of effort and has been unresponsive to suggestions for improvement. His contract, this year, is not renewed. His mother, a pillar in one of the women's groups, and with many social connections, begins to wage a telephone campaign to get him reinstated. When that fails, she makes good her threat of revenge by spreading a rumor that your husband is having an affair with a former secretary who now lives in the state capital where your husband frequently goes on university business. In this small town, both positive and negative rumors are greeted with wild enthusiasm by some, who hope they may be true, and will result in real drama. In twenty-four hours' time, a rumor will have reached most everyone who has spoken on the phone or set foot out of the house. As subjects of this false rumor, you feel spotlighted as never before. Do you phone the woman and tell her that spattered mud always lands on the perpetrator? Do you now feel obligated to accompany your husband on all trips to the named city? Or do you (are you able to) ignore the whole thing and let the flame die out, with no truth to fuel it?

Problems of Today

Emotional Impact of the Budget Crunch

Your husband is president of a small liberal arts institution where not only are faculty and staff members involved in every issue on campus, but so are community people. One of the president's first tasks in the current budget crunch is to seek the resignation of long-time, community-established employees—something that has never been done, nor even discussed. The shock waves that go through the community are unbelievable.

One evening during this period you are at home alone with the children when the doorbell rings. Your teen-age son answers the door to discover an older lady who wants to see the president. The son, forgetting his dad is out of town on one of his innumerable trips, says, "Just a moment and I'll get him." He finally comes to you to discover that he is not home. You proceed to the door with the message that the president is not home. The woman does not believe you since the son said he would get him. She proceeds with great agitation to tell you that your husband fired her 50-year-old son and she is going to remain parked in the driveway until the president comes out and explains! What do you do? Continue to try to convince her he is not home without revealing the fact that he will not be back all night? (She seems very distressed and angry.) Take the children and leave? Call other administrators? Call the campus police?

Personal Lifestyle Versus Professional Effectiveness

For two years your husband has been president of an essentially autonomous branch campus within the state university system. In the relatively few years of the institution's existence, the once secluded southern town has become a cosmopolitan city. But despite its present sophistication, the city has retained its southern charm and continues to place great emphasis on family, home, and church. Due to the rapid population growth in the area, authorization was given for an expanded program in medical and nursing education, particularly in the specialty of family practice. Under pressure from the governor, the state legislature, and the local community to open the medical school with all possible speed, the already-overburdened president joined the search committee in its quest to fill the prestigious position of dean of the new school, since the committee had thus far been unsuccessful.

The doctor finally selected as the dean impressed both the university and community. However, although the medical unit he had previously headed had gained attention as a national model, the personal references of the man were at variance; they ran the gamut from "genius" to "bad news." Reputedly, he was leaving his former position due to family problems. When he arrived, as a welcoming gesture, you and your husband decided to take a ham, fruit, and a plant to his university-owned apartment. Knowing that he was recently separated from his wife and had left behind grown children, you were surprised when he immediately mentioned the pending arrival of a lady, who, with a young child, did in fact move in shortly thereafter.

This morning the president of the County Medical Auxiliary phones you. Since she has heard the doctor's wife has now arrived, she is asking for the telephone number and address of the "doctor's wife." She says several members desire to call on her and invite her as a special guest at their next meeting. You suddenly realize that the situation could have serious implications for you. Several concerns are now creating a real dilemma: (1) knowing the attitude of the community, you wonder what their reaction to the doctor's irregular relationship will be—to what extent, will important town/gown relations be affected; (2) what should be the attitude and role of the presidential family regarding social customs in this time of changing social mores?; (3) you have always considered yourself broad-minded, but can "official" presidential entertaining be discreet?; (4) what effect can, or should, an individual's personal life on his or her professional contribution to a university?; and (5) since you must maintain your own credibility and rapport with the community, yet do not wish to gossip, what information do you give in your answer to the auxiliary president?

To Laugh or to Cry—Whither the Delphiniums?

In the third year of your husband's presidency he had made the decision to come down hard on any incidence of drug use on the two campuses as a signal to the students and also to the outer community that the college would not tolerate the growing abuse of drugs. There were articles in the student newspaper in reaction but, generally, things went smoothly.

Your residence is not on campus but is situated between the two campuses. After commencement a large garden party is given for the platform dignitaries, including some faculty, community supporters, and some students in leadership roles. The residence has a third floor patio surrounded by flower boxes in which fine delphinium seeds had been planted. During the party students found their way up three flights and planted marijuana seeds in the planters. Since you had never grown delphiniums before, you were carefully cultivating cannabis without knowing it until some young visitor asked you if you knew what it was. You had to admit that you were so ignorant you had transplanted the largest plants to the lower garden where they might continue to flourish.

It was later discovered that the pot had also been planted here and there on campus—a not-so-funny joke in a fairly hostile community.

Should you have, at this point, called the police? Should your husband have conducted an investigation, or should you both have ignored the incident and tried to find out what happened to the delphiniums!

Janice Taylor/95

IV

The Presidential Spouse Today

11 Myths and Realities 1986 Report and Perspectives: The Third Survey of AASCU Spouses

Report

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The 1986 Survey of Spouses of Presidents/Chancellors of State Colleges and Universities was mailed to all member institutions of AASCU. The overall response rate for spouses was 58 percent—an increase of four percentage points over the 1983 survey response and sixteen percentage points over the 1981 response rate. This 1986 rate is good for a self-selected survey and represents a steady increase from the first survey in 1981—7 percent. Furthermore, an analysis of the institutional characteristics provided by the respondents indicates that the 1986 survey sample is representative of the 370 AASCU institutional members and so provides valid statistics for the association overall.

Of the 332 institutional members with spouses, 192 responded to the survey. The thirty-eight institutional members without spouses were asked to respond to the housing and entertainment portions of the survey. Sixteen responses were received at the time this report was being written. At the time of the survey there were twenty-two female presidents; fifteen of these are single presidents.

Using the 1983 survey as a model, the AASCU Spouses Survey Committee developed the 1986 survey at the November 1985 Annual Meeting. Several questions were deleted; others were refined or clarified. Some twenty questions were added. For example, we now have a better idea of the number of guests per function and the location of that function than we had in 1983, as well as information on the amount of time spent in university-related duties. Several questions on the university-owned or private house were added as well: house location, size, and renovation experiences.

The 1986 survey also includes a completely new section devoted to the issues of pay and/or other remuneration for spouses' contributions to the institution's well-being. Finally, open-ended questions concerning the spouses' views of their qualifications and the assets of the role were added with some trepidation. There was a concern that too much material would reduce the response rate. So the questions on stress experienced, time spent and pleasure received from spouse activities, and spouses' views of qualifications for the "role" were provided on a separate form. However, the response rate to this section was strong, and the many thoughtful comments have been integrated into the commentary on the results of the survey. (See also "Perspectives," which follows the survey report.)

Overall Characteristics of Respondent Spouses

Age

The survey's respondents were younger than in 1983: 2 percent were under 35; 26 percent between 35-45; 44 percent between 45-55; 28 percent were over 55. (See Figure 1.) (All figures appear on pp. 117-123.)

Children

Ninety-five percent of the respondents had at least one child. The average number of children per family decreased slightly with this survey to 2.75. Almost 52 percent of the respondents with children had at least one child at home. Of those children living at home (155 in all) 7 percent were under age 5; 17 percent were in the 6-11 age range; 50 percent were in the 12-17 age range; 20 percent were in the 18-23 age range; and 5 percent were between 24 and 29. Two respondents (one percent) with children at home did not provide ages. Comparison with 1983 data shows that the children at home in 1986 are younger. (See Figure 2.) Of the thirty-nine children over the age of eighteen, eight were twenty-four years old or older.

Presidential Spouse Experience

The spouse respondents reported an average of seven years of experience as presidential spouse. Seventy-eight percent reported serving in only one institution. The 1986 respondents were a relatively stable group geographically. On the average, each respondent reported moving slightly less than one time from one region to another. (One hundred and two moves were reported for the 192 spouse respondents.)

Prior Experience, Information about the Role

Twenty-two percent of the respondents reported that their previous experience was as a spouse of a dean or other administrator at the same public institution—a larger percentage than had been thought. However, the most common previous experience of the presidential spouses was as a spouse of a dean or other administrator at a different public institution (51 percent).

Other previous positions were less traditional and fewer spouses reported these: 9 percent of the presidents/chancellors came from the position of dean or other administrator at a private institution; only 2 percent came from a faculty position; and another 10 percent came from education in general. This last group included former heads of educational corporations and associations, administrators with state systems of higher education, and the president of a community college.

Differences in the kind and level of stress experienced, once their role became "elevated" to that of presidential spouse, were identified when spouses of previous administrators at the same public institution and the spouses of administrators coming from a different public institution were compared.

However, both groups of spouses chose the lack of time for family as the major source of stress in their role, a finding consistent with the overall statistics on the Presidential Spouse Stress Test.

The lack of definition of role received a low stress rating by spouses of administrators from the same institution. One might argue that these respondents benefited from their opportunities to observe the roles of president and spouse at their own institution. The major sources of stress identified by these spouses, after lack of time for family, were crises on campus affecting health of the president/chancellor, public criticism, unscheduled demands, using family resources, and lack of awareness of efforts.

The stress factors were ranked differently by spouses coming to the presidency from different public institutions. Although crises received the highest stress rating (major and minor stress combined) after lack of family time, unscheduled demands was next, followed by responsibility without authority and public criticism of the president.

One might expect that coming to a new institution and community would cause a major upheaval in the life of a new presidential spouse, and the statistics on work interruption indicate that this is indeed the case. One-fourth of the employed respondents who became a presidential spouse at the same institution had their work interrupted. Moving up within the same institution prompted such changes chiefly because of the increased responsibilities of the new role, concerns over friction within the institution, and adverse publicity over the two-salaried presidential couple. Moving within the community also created family and housing demands, such as renovation of the university-owned home.

Of the respondents who came from the administration of a different public institution, 46 percent reported their work interrupted. This was a higher percentage than for all those respondents employed before becoming a president's/chancellor's spouse (40 percent). Moving was given as one of the chief reasons, along with the anticipated role responsibilities and the effect on the family, for those relocating to a different institution. However, these relocated spouses were resilient—over a third are presently employed again. This is again a higher proportion than for the spouses experiencing a similar work history among the total employed group.

Survey respondents said that they relied on both the presidents'/chancellors' and their own past experiences as sources of information about the identification of spousal responsibilities. Forty-six percent of the respondents met with their predecessors, and of those, about two-thirds discussed their predecessors' experiences as a presidential spouse. More than half of all the respondents (53 percent) did not even meet with their predecessors. In essence, nearly 70 percent of all the respondents did not discuss their predecessors' experiences or activities as presidential spouse.

Description of Employed Spouses Comparisons with Nonemployed Spouses

Thirty-four percent of the respondents reported being presently employed in a paid position. Although the average work week was thirty-five hours, more than half of the working spouses reported spending more than thirty-five hours a week at their jobs. Sixty-eight percent of those working were forty-five years old or older. A slightly higher percentage of spouses were employed in 1986, compared with 1983. Fifty percent of the employed spouses began working after assuming the role of spouse of the president/chancellor, approximately the same percentage as in 1983.

About two-thirds of the working respondents live in smaller cities with populations of less than 100,000. This is a larger number in the smaller communities than in 1983. Seventy-four percent are at institutions with less than 10,000 students (total head count). Nine percent of the working spouses work at their own institutions; 45 percent work in their own communities; 18 percent in a neighboring community; 11 percent in a neighboring institution of higher education; and 17 percent in other locations (See Figure 3.) More people who responded said they worked in their own communities and in a neighboring institution of higher education than was reported in 1983.

The employed spouses responding to this survey show a trend away from being employed in traditionally female work—education and social services—to business, college teaching, and administration. Real estate, computer sales, and entrepreneurship were among the business occupations of the spouses. Overall, the working spouses are distributed more broadly through a variety of fields than in previous years of the survey, although the largest percentages were still reported in occupations generally associated with women.

Seventy-nine percent of the working spouses reported their work was related to their education and training. Those whose work was unrelated to their education were primarily holders of baccalaureate degrees, and they are now chiefly working in business settings, although their studies were generally in liberal arts and education.

A comparison of the responses to questions regarding the average number of hours per week spouses devote to the university activities provided interesting data on the work schedules of spouses in each employment category.

The overall average of time devoted to spouse responsibilities vis-a-vis the institution was just over sixteen hours per week; the average for nonemployed spouses was twenty; the average for employed spouses was half that, ten per week. A higher proportion of employed spouses than nonemployed spouses live in private homes, where the average numbers of guests and functions hosted are smaller than those for nonemployed spouses. For a comparison of entertainment patterns of employed and nonemployed spouses, see Figure 4.

Comparisons can also be made concerning the variables of number of hours devoted to community volunteering, number of hours planning university functions, and number of functions attended in the role as spouse. The average number of hours devoted to volunteer work was 6.52 hours a week for all respondents; 4.85 hours a week for employed spouses who volunteer and 7.26 hours a week for nonemployed spouses.

In terms of planning university functions, nonemployed spouses were able to give an average of four hours of planning time to each event; employed spouses, an average of three. While the overall average number of functions attended per year in the role of presidential spouse was fifty-nine, nonemployed spouses attended more functions (an average of eighty-eight) each year; whereas employed spouses attended half as many, with an average of forty-three functions.

On the items of the Presidential Spouse Stress Test, both employed and nonemployed spouses reported being concerned most by the lack of time for family activities, then by crises on campus that might affect the health of the president. Unscheduled demands ranked third as a stressful condition for working spouses. Public criticism was third for nonemployed spouses.

When asked to rank the same set of activities typical of the life of a spouse, in terms of time spent and pleasure received, there were some slight differences between the answers of employed and nonemployed spouses.

The working spouses noted spending more time attending social functions than on planning and coordinating social events. This order was reversed for nonemployed spouses. Speaking in public was the item that involved the least amount of time for the employed spouses; editing the president's speeches received the least amount of attention by the nonemployed spouses. (See Figure 5.)

For both groups the pleasure received from traveling with the president understandably ranked the highest. Next, working spouses reported enjoying attending social functions (matching their choice of time spent). Nonemployed spouses reported planning and coordinating as their second choice for pleasure received. Record keeping was the least enjoyable activity for the employed spouses. Cooking and cleaning for the social events was the least enjoyable activity for the nonemployed spouses. (See Figure 6.)

Community Volunteer Activities

Slightly more spouses in this survey reported volunteering: 88 percent compared with 86 percent in 1983. Only 27 percent of those volunteering reported that their volunteer activities are related to their educational background. Seventy-nine percent of working spouses volunteer, while 94 percent of nonemployed spouses volunteer. The percentages of volunteering by type of organization benefited did change from 1983; however, the most noticeable difference was in the time devoted to volunteering by presidents/chancellors: a great deal more in 1986 than in 1983. (See Figures 7 and 8.)

Educational Background and Interests

The distribution of the highest academic credentials held among the 1986 respondents is as follows: 5 percent doctorates, 1 percent Doctor of Jurisprudence, 40 percent master's, 2 percent Master of Business Administration, 19 percent Bachelor of Arts, 18 percent Bachelor of Science, 3 percent associates, 2 percent diploma/certificate, and 8 percent high school diploma. Of the ten doctorates, 1 was in English, 4 in education, 3 in social science, and 2 in science.

Among the masters (77), thirty-six were in education, eight in social science, seven in social services, two in nursing, three in science and technology, four in home economics, three in library science, twelve in arts and humanities, one in higher education, and one who did not specify field of study. (See Figure 9.) For the purpose of graphing these field of study data, the category "Human Services" was created and includes social services and nursing. "Education" includes higher education, library science, and all other education areas. "Social Science" includes those reporting law degrees. "Degreed" refers to all degrees above the associate degree.

Forty-seven percent of the respondents have taken or are taking courses since becoming a presidential spouse. Of these, almost three-fourths are taking courses at the institution where their spouse is president; 23 percent at a different institution; 5 percent at other locations. One percent did not respond to this question. The most popular goals in having taken or presently taking courses are: to develop new interests (40 percent), to earn a degree or certificate (30 percent), and then to enhance present job performance (16 percent).

Housing Status

Seventy-two percent of the respondents live in university-owned houses and 14 percent of these couples pay rent. Almost half furnished the university-owned home with their own furnishings. Sixteen percent used a combination of sources, and 36 percent used university furnishings primarily.

Spouses in university-owned homes reported being provided with a number of services by their institution. For example, 99 percent reported that general maintenance service was received. Eighty-five percent indicated that their institution provided gardening assistance, and 80 percent reported housekeeping services. Few private home dwellers received any services, however, seven percent did have housekeeping assistance. Whether this was weekly or for special occasions was not specified. *Housekeeping was rated the most valuable service by the spouses in both university-owned and in private homes.*

When needed, housekeeping and cooking were most frequently scheduled by the spouse. This may be because these services are probably used most for official entertaining. General maintenance and gardening were scheduled through the appropriate institutional office. A standing request for these two services is usually placed with the institutional office responsible for the physical plant of the institution and also for the president/chancellor's house.

Twenty-eight percent of the respondents live in private homes, and 59 percent of these homes are located within five miles of the campus. Over three-quarters of these couples report receiving a housing allowance. Nearly all private home dwellers received no help from the university in purchasing the home. However, over 60 percent purchased the home with the official entertaining requirements of the job in mind.

Sixty-three percent of single presidents live in university-owned homes. One-third of these presidents pay rent. Two-thirds of the single presidents in private homes receive a housing allowance. General maintenance, gardening, and housekeeping were the most prevalent services among those provided for the single president in a university-owned home.

Descriptions of the House

The typical university-owned home has twelve rooms. Slightly more than half of the spouses in these homes reported having set aside separate areas within the houses for entertaining the public and for family living. Fifty-seven percent of the university-owned president's houses were located on the campus. Thirty-five percent were close by, within five miles of the campus. Seven percent were within ten miles, and one percent were at a distance from the institution.

Two-thirds of the university-owned home dwellers had been involved in a renovation of the university-owned house. For two-thirds of *these* spouses, this renovation had been agreed upon at the time of the president's employment. In addition, their role as planner/manager had been specified. Most of the renovations (64 percent) were of dwellings located on campus. One-half of the single presidents in university-owned homes were involved at some time in a renovation project.

While most presidents and spouses did not acquaint the community with the renovation beforehand, the ones who did used the mechanism of a university announcement to get the message out. The reaction of the community to the renovations was, on the whole, positive.

Official Entertainment by Type of Housing

The entertaining patterns of the respondents to the 1986 survey were similar to those in 1983. The averages for the number of functions and number of guests per year were slightly higher for each group of spouses than in 1983. (See Figures 10 and 11.) The single presidents data for 1986 are shown in Figures 12 and 13.

The total number of functions hosted was 8,577 for 192 presidential couples and 809 for single presidents. The total number of guests is astounding: 492,944 for all spouses and 30,505 for single presidents, for a grand total of over half a million guests per year. At each of these functions an average of fifty-six guests were entertained.

Spouses residing in university-owned homes entertained twice as much at home as at campus facilities. The private home dwellers clearly relied on campus facilities to reach people, entertaining over twice as many guests at campus facilities than at home. Single presidents entertained slightly more frequently at home as a group. The larger number of single presidents living in university-owned homes and entertaining there was the factor responsible for this finding. Both single presidents in private and university-owned homes entertained more guests at campus facilities, however. In planning entertainment events, single presidents living in university-owned homes devoted an average of almost seven hours to a function. This was more time than spouses reported spending in planning similar events.

The 1986 data on the proportion of functions devoted to reaching various groups were similar to 1983 results overall, but showed differences in the order and emphasis by spouse's type of residence.

Spouses in university-owned homes entertained most for greeting the community, then for fund raising. Hosting the faculty was third, then came students and, as in 1983, the board. Spouses in private homes entertained most frequently for fund raising, next for the community and then for faculty, students, and the board.

Single presidents in university-owned homes entertained most frequently for fund raising, then to socialize with faculty and to greet the commmunity. The governing board and students came last on a list of goals for entertaining. Single presidents in private homes reported the community, faculty, and fund raising as the emphases for entertaining. It is interesting to see more entertaining for faculty by single presidents than by presidential couples. There was no indication given by the respondents concerning how priorities were established.

Three-quarters of each group of respondents reported having an institutional budget for entertainment, naming the president/chancellor as the person most likely to control this budget. Sixty-one percent of the respondents in university-owned homes reported the existence of a foundation budget. Although the president seemed to be the most common choice for controlling this money (75 percent), 2 percent indicated that these funds were controlled by the spouses themselves and 21 percent said that the foundation entertainment budget was controlled by specific institutional or foundation offices or financial administrators and assistants. One percent did not respond to the question. Fifty percent of the private home dwellers reported a foundation budget for entertainment, which the president controlled.

Nine percent of those spouses living in private homes reported having a credit card and primarily sending the bills to the president/chancellor's office. Seven percent of the spouses in university-owned homes reported similar procedures.

Food and service of course must be provided for the many functions hosted by presidents/chancellors and their spouses. Spouses in their own homes used a combination of institutional and personal resources most frequently, 57 percent. University sources were the next most frequent choice, 22 percent. Changes in the reliance on these sources did occur from 1983 to 1986. There was an increase in reliance of spouses in private homes on outside caterers and a combination of resources for food and service. There was a decrease in the use of institutional resources alone and in spouse's preparation of food alone.

University-home dwellers reported obtaining food and services from a combination of sources at a rate of 51 percent and university sources alone at a rate of 41 percent. Use of their institution's resources and of outside caterers increased from 1983 to 1986, while reliance on their own resources and combining these with university resources decreased.

Four percent of the current respondents reported relying on their own resources exclusively. In 1983, 7 percent reported providing the food and service from their own resources exclusively. Of this group of presidential couples, both in university-owned and private homes, almost 10 percent were not reimbursed at all for this expenditure from the family budget. However, this is a decrease from 1983, when the response to the same question was 20 percent.

Fifty percent of single presidents living in private homes used a combination of sources for food and service. Sixty percent of presidents in university-owned homes relied on their institutions to provide the food and service exclusively, and a third used a combination of resources. None answered that they prepared the food alone.

As in 1983, the most common form of support provided by the institution for both groups was service for the functions. For those in university-owned homes, clean-up, then set-up and finally precleaning were provided at a rate of 86 percent, 76 percent and 73 percent, respectively.

For private home dwellers, set-up preceded clean-up and then precleaning for services provided at rates of 54 percent, 50 percent and 31 percent, respectively. For single presidents there was an almost equal distribution among the services. Service during functions was provided for 100 percent of the single presidents in university-owned homes.

The equipment essential to entertaining was acquired by the total respondent group 66 percent of the time from a combination of resources. Surprisingly, the rate of use of institutional resources was about the same for spouses in university-owned homes and in private homes. The differences showed in use of family resources—24 percent for private home dwellers, and 8 percent for university-owned home dwellers, and in frequency of use of a combination of resources—50 percent for private home dwellers and 72 percent for university-owned home dwellers.

Spouses living in university-owned homes offered institution/university groups the use of their homes more frequently; 61 percent reported this situation as common. Community groups were permitted to use the university-owned home at a rate of 43 percent. Not surprisingly, 72 percent of presidential couples living in their own homes reported that they did not open their homes to either community or university groups.

Board Relationship

This year, a smaller proportion of respondents than in 1983 come from institutions with their own boards—30 percent. Sixty-two percent of the respondents reported their institutions were governed by a systemwide board. Fifteen spouses—8 percent—reported both institution and systemwide boards.

With respect to the consideration of the role of the spouse by the board, spouses at institutions with their own boards seemed more sure that the board had either considered or not considered the spouse's role. Thirty-three percent said the board had considered the role and 45 percent said it had not considered it. The systemwide-board spouse answered "no" at a rate of 50 percent and "yes" at a rate of 17 percent. The both-boards group was about equally divided on this question.

The board's expectations of the spouse seemed to be most frequently communicated informally, whether the spouse was at an own-board institution or a systemwide-board institution. However, a large percentage of respondents in both groups had no answer to this question, indicating no communication between themselves and the board about expectations (41 percent for own-board group and 53 percent for systemwide-board group). Spouses with two boards were equally divided between informally communicated expectations and no answer to the question.

Spouses in the own-board group seemed more sure that their expectations and those of the board concurred. Twice as many respondents in this group were able to say "yes" as compared with "don't know." For the systemwide-board spouses the "don't know" category was chosen 43 percent of the time and the "yes" category, 34 percent of the time. For spouses with both kinds of boards there was an equal response to "yes" and "don't know."

Both institution boards and systemwide boards tended to encourage spouses to travel to national meetings and to institutional off-campus functions about equally; travel to state or regional functions was encouraged to a lesser degree. However there was a difference by type of board in degree of encouragement. Over two-thirds of the own-board group reported encouragement whereas slightly more than one-third of the systemwide-board group reported encouragement. Spouses reporting a both-board structure behaved more like the systemwide board group on this question.

For these trips, it was more common for the spouse to pay for travel in institutions with systemwide boards and in both-board institutions. For spouses in institutions with their own boards, it was more common for the foundation to pay for travel. For all of these groups, the most common procedure for obtaining travel funds for the spouse was through requests for specific trips.

The number of spouses interviewed in the search process from both major board categories was equal to that not interviewed. In the group with both boards, a slightly larger number were not interviewed.

In both own-board and systemwide-board groups, the largest number of those interviewed indicated that the board did the interviewing (own-board, 69 percent; systemwide-board, 38 percent). Thirty-one percent of the systemwide-board spouses reported being interviewed by the search committee, as opposed to 28 percent for own-board spouses.

Twenty-four percent of both groups were invited to the candidate's interview with the board. Of those invited to attend, over 60 percent of own-board and systemwide-board spouses were given the opportunity to ask questions at the interview. A higher percentage of systemwide-board spouses (71 percent) than own-board spouses (57 percent) indicated that questions were asked of them as well.

Twenty-one percent of the own-board spouses had the opportunity to negotiate support services at these interviews. Only five percent of the systemwide-board spouses had this opportunity. The spouses from institutions with both kinds of boards responded more like the own-board group, with 27 percent reporting having the opportunity to negotiate support services.

Compensation for Spouses

Sixty percent of the survey respondents were not in favor of monetary compensation for their efforts as presidential spouse. Of the 37 percent who favored monetary compensation, about one-third made that their sole choice. Most respondents in favor of pay identified the foundation as the best source of compensation for the presidential spouse. Fifty-five percent of all respondents preferred receiving some type of retirement program as compensation. This larger group included most of those who favor monetary compensation as well as some of those who did not. Thirty-three percent of *all* spouses reported they would welcome formalized support in the form of an entertainment allowance and twenty-nine percent, secretarial staff.

A closer look at the characteristics of those who favor monetary compensation produces this profile. Most are nonemployed spouses (72 percent). Thirty-one percent are in the 35-45 range and 41 percent are in the 45-55 range. Twenty-five percent are fifty-five or older. Those favoring pay are widely distributed as to institution size, with the largest group (31 percent) in institutions with enrollment from 5,000 to 9,999. The distribution by size of cities indicates that most (44 percent) are in small communities, with populations up to 25,000.

Conclusion

In the past five years, AASCU has made an important effort to learn about the backgrounds and experiences of the president's/chancellor's spouse. Whether male or female, this member of the institution's family is, it is clear from the data, a significant contributor to the well-being of the institution.

The spouses responding to the 1986 survey are an interesting comparison group with the respondents in 1981 and in 1983. President's spouses, as presidents/chancellors themselves, are getting younger and tend to have younger children at home. The spouses are increasingly better educated, with almost half reporting higher education degrees of master's and above. The distribution of fields of study is broadening to include business and the administration of those activities generally identified with women (the majority of the spouses are women): education and human services. Echoing the trend in the general population, more spouses are working in business and have management positions in other fields. The responsibilities of the presidential spouse role are not inhibiting spouses from following their interests and vocations.

This is not to say that assuming the role of presidential spouse is easily accomplished. Most of the AASCU presidents/chancellors come to their institution from a different public institution where they held an administrative post. The physical and emotional relocation is evidenced by work interruption. However, spouses tend to go back to work after they have moved, demonstrating their resiliency and the strength of their work experience. Many begin jobs after assuming the spouse's role, indicating a confidence in their abilities to manage both roles.

It is remarkable that in preparation for the new administrative post, spouses have little contact with their predecessors. Nearly 70 percent do not discuss their predecessor's experience as spouse at that new institution. Instead spouses rely on their own knowledge and the president's/chancellor's perspective on the role. Once in the role, functioning without formal guidelines or clarifications, spouses manage to understand and support the institution in all capacities, entertaining and volunteering in the community.

Increasingly spouses report being at institutions with systemwide governing boards. This corresponds to a movement toward centralization occuring within public higher education in general. However, with more opportunity to become acquainted with institutional board members, it is understandable that there is more communication between the spouse and board when the institution has its own board. These spouses seemed more clear that the board had considered the dimensions of the role of spouse and that there was concurrence between themselves and the board about the expectations of the individual in that role. However, expectations were communicated informally, regardless of the board structure at the institution. Finally, almost half of all spouses indicated no communication between themselves and the board about expectations, supporting the conclusion reached earlier that spouses must depend on their own sense of what is right to accomplish this demanding role.

About one-third of the spouses are employed, balancing planning time for hosted events with volunteer time and general spouse activity time. Nonemployed spouses are able to devote more time to planning, volunteering, and spouse activities.

Working spouses and nonemployed spouses understand that the institution and the community rely on their participation in planning and hosting social events and in representing the institution at meetings or other professional functions. It is the effect of the role on the personal dimension of their lives, on themselves, their families and the president/chancellor, that is chiefly responsible for the stress they experience in the role.

Most presidential couples live in university-owned homes and two-thirds of these have been involved in the renovation of those homes. Twice as much entertaining occurs here compared with using campus facilities. Half of this group of spouses has set aside certain areas within the home for public use and entertainment. Those presidential couples living in private homes have chosen houses close to the campus. Many reported selecting the home with the official functions of the institution in mind.

With over 8,500 functions hosted each year and over half a million guests entertained, both university and private home dwellers cannot be accused of being aloof. Greeting the community and fund-raising efforts were the two most common reasons given for entertaining. This indicates the extent to which the presidential couple must be concerned with external groups and the well-being of the institution.

As a final indication of understanding of their role, almost two-thirds of the 1986 respondents reported not favoring monetary compensation for their efforts in the role of presidential spouse. Instead spouses would welcome considerations such as a retirement program and formalized support for their volunteer role in the form of entertainment allowance and secretarial support. Spouses seem to be saying they can do a good job in this role as both ambassador of the institution and supporter of the chief executive without pay. However, assistance from the institution's resources helps them to do the job just that much more efficiently.

The respondents to the 1986 survey were quite specific about their personal perspectives on the role in the open-ended questions on the survey addendum. The "Perspectives" section that follows provides a fuller discussion of these responses as well as the history and objectives of the survey efforts over the past five years.

The data from all three surveys are presently on a computerized file at the AASCU Office of Association Research. Following the association's policy to inform the public, the office will be happy to help researchers, spouses, or other interested parties conduct additional analyses.

Perspectives

Roberta H. Ostar
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The impetus of the AASCU survey of presidential spouses, now in its third generation (1981, 1983, 1986), was the claim put forth by several spouses at the 1980 annual meeting that the day of the traditional helpmate wife of the university president was gone. Today's presidential spouses, they pronounced, whether male or female, would pursue their own careers and while no doubt supportive of the goals of the president, would no longer devote extensive time or energy to the "volunteer" duties of the presidential spouse.

Was this correct?

Was the model of the volunteer presidential spouse—managing the university president's home; entertaining university guests, community leaders, legislators, governing board and the like; and serving along with the president as a symbol of the university—outmoded?

What was the myth; what, the reality?

In 1981, with the assistance of Karen Heger, director of AASCU membership, and Cathryn Ryan, AASCU research staffer, I composed the original survey to discover the answers to these questions. That 1981 survey was only the second ever conducted of presidential spouses in higher education and the first to speak solely for spouses at public universities and colleges. Forty-two percent of the AASCU spouses, including several of the male spouses, responded.

Yes, there were AASCU presidential spouses who were employed, about a third. Almost half of these employed spouses worked full time—but these working spouses were not the younger women, continuing their professional careers even after their husbands accepted the demanding job of university president, as had been thought.

On the contrary, these were predominantly the "empty nesters," the older presidential spouses whose children were grown and gone. And these employed spouses reported they were also doing the duties expected of the presidential spouse and enjoying it!

So much for that myth and reality.

And this survey gave us much more: information on presidential housing, official entertaining, relationship to governing boards. Moreover, by asking the single presidents in AASCU also to respond, we had a data bank of complete statistics for all AASCU member institutions.

The second survey in 1983, was refined by a committee of AASCU presidential spouses in consultation with Dr. Meredith Ludwig of the AASCU research office and myself. New sections on the educational backgrounds of the spouses and the extent to which the presidential search process involved them were added. This time 54 percent of the AASCU spouses responded.

Other myths crumbled. Survey responses revealed that employed spouses were working in their own communities, some even at the very institution that their spouse headed. None of this had been thought possible. The myth: you can't work at the university your spouse heads, nor in a small community where you are widely identified as the "President's Wife"; the more anonymous urban spouse, it was believed, could more easily find employment. The reality: these employed spouses were working primarily in the smaller communities, and even at the smaller colleges, even though clearly known as the "President's Wife"! (Of course no one criticizes the president's spouse who is male for working.)

Following the 1983 AASCU survey, the National Association of State Universities and Land-Grant Colleges (NASULGC), the other major association representing publicly supported four-year colleges and universities, also surveyed its presidential spouses. Unfortunately because the survey model introduced by NASULGC did not match AASCU's, the data could not be compared directly. The report of the NASULGC survey may be read in *The President's Spouse: Volunteer or Volunteered*, published by that association.

Our questionnaire for the 1986 survey was again refined by the spouse committee, Dr. Ludwig, and myself. This 1986 survey included, as an addendum, three pages asking the spouses for their opinions and feelings on the presidential spouse role.

It is the responses to these last three survey sheets that I shall discuss in full here. While they were not composed in the myth/reality mode, the responses did dispel some myths and reveal some new realities about spouses' attitudes toward their roles.

Throughout the fourteen-year history of the AASCU spouses' programs, the presidential spouses have repeatedly indicated that the lack of identification of their "job" was a problem. What was really expected of them? How hard it was, they said, not to have a more specific idea of their obligations as a presidential spouse. Another strong concern frequently expressed at our programs was the lack of knowledge and appreciation of their efforts on behalf of the institution. However, the spouses rarely complained aloud about such issues as the lack of family time, the stress of crises on the president's health, the public criticism.

And yet when the survey responses, written in the privacy of each home, came back, our spouses reported that the lack of job definition and of appreciation were insignificant or minor stresses! Instead, they reported overwhelmingly that the lack of time for family was a major stress and that the next two most stressful areas were the effects of campus crises on the health of the president and public criticism of the president.

This apparent contradiction may suggest that, like their mates, the spouses do not acknowledge personal family stresses in a public forum. Perhaps they feel more comfortable in emphasizing more publicly acceptable issues such as the lack of job identification for volunteer work and the lack of appreciation of their efforts on behalf of the institution. Meanwhile it would appear, their true major stresses lie in other, more personal areas.

By comparison, the answers to questions put to presidential spouses about the relationship between the amount of time spent and the pleasure derived from various activities revealed no surprises. Most spouses spent the greatest portion of their time either attending official functions or planning and hosting them. As in business, industry, politics, or government, the higher education community furthers its cause through the medium of social gatherings. How many endowed chairs, sponsored buildings, or rare library collections are realities now because of contacts and conversations that took place during the many receptions and dinners hosted by the presidential couple?

The informal contact that takes place at social events is a long-standing pattern in the social life of our country—and the spouse is an integral part of it. Call it part of America's democratic approach to life, or part of the partnership model of husband and wife in our country, but unlike most of the rest of the world, the American spouse, male or female, educator or corporate executive, shares the duty of official entertaining.

How do the presidential spouses in the education world feel about this role? They ranked it second in terms of the pleasure it afforded them—right after the pleasure received from traveling with their spouses. The sense of accomplishment spouses receive from planning and often being the initiator in many successful donor projects for the university brings them a great feeling of satisfaction and pleasure.

Although the spouses reported that they did not spend a considerable amount of time traveling with the president to international, national, and regional meetings, they nevertheless ranked travel with the president as the greatest source of pleasure.

Both president and spouse find in the trips away from campus many rewards: the intellectual stimulation of the meetings on both a professional and personal level; the opportunity to be a part of a group of peers; and the chance to leave the goldfish-bowl existence lived by the presidential couple on their own campuses. Presidential vacations are short and infrequent—many are canceled at the last minute by some crisis on campus requiring the attention of the president. While the professional and institutional development meetings do not constitute a true vacation for the president or for the family, they do often provide the president and spouse with a new viewpoint on their institutional responsibilities and a chance for some time together (a rare commodity in their demanding lives). They return to their institution with a renewed sense of commitment.

Boards, faculty, legislators and other constituents might well consider the traveling of the president and spouse in this light.

In answering the questions on the Time/Pleasure sheet, the spouses indicated a nearly proportional relationship between time spent and pleasure received. They said they felt slightly less pleasure than the amount of time they had to spend for the "nitty-gritty" activities: cooking, cleaning, and record keeping. They reported enjoying speaking in public for the university, editing the president's speeches, and planning events for donors slightly more than the amount of time they actually devoted to these activities.

Renovating or redecorating the university-owned presidential home came out exactly even in the Time/Pleasure ranking. The spouses reported that the time spent on this activity corresponded to the pleasure it gave them (about the middle of the rankings).

With these responses a myth about attitudes toward the presidential home may have crumbled slightly. Verbal comments over the years had suggested that this job was very time consuming and yielded very little pleasure! The reality is probably that this is often a highly charged emotional issue with the various university constituencies. The roof may literally be falling in on the presidential family, yet any sum of money spent on maintaining or refurbishing the president's home may be seen as exorbitant by these various groups who, of course, neither live under the crumbling plaster nor entertain dignitaries in that setting!

Finally we asked the presidential spouses to write their own description of the job: the qualifications, the assets, the liabilities. The responses were thoughtful, practical, and humorous. One or two were bitter. The overwhelming majority reported they wouldn't trade their lives as presidential spouse for any other role.

"I love the campus atmosphere," one spouse wrote under "assets." "The students keep us young. Most people are really nice and appreciate what you're trying to do."

Then again, one spouse wrote under "liabilities," "*Politics*! The handful of 'turkeys' or 'goobers' that find refuge on every campus who don't appreciate anything anyone does and spend far more time stirring up trouble than being good teachers." A sentiment with which more than one presidential spouse could identify, I am sure.

The section on qualifications for the job brought forth much humor, which, as is the case with all real humor, contained more than a little truth. To list the qualifications in this manner:

- Patience of Job
- Sense of humor of a Steve Martin
- Energy of a ten-year old
- Wisdom and *wealth* of a Solomon
- Hide of an armadillo
- Wardrobe of a Hollywood star
- Cooking skills of a Parisian chef
- Flexibility of the circus India Rubber Man
- Handshake of the professional politician
- Ego of the Ayotollah
- Selflessness of Mother Teresa

To be less facetious, let me quote this presidential spouse's description:

> My conception of a President's spouse is one who is warm, gracious, thick-skinned but sensitive, creative in social relationships and in ideas which advance the interests of the institution. She is full of energy, yet wise enough to know when body and soul need to be rekindled; strong enough to find joy and companionship where it lies in the midst of a very busy, yet often lonely life. One needs an excellent sense of humor coupled with a strong belief in one's own worth—for many times, in fact most, a spouse's contribution is not recognized but simply taken for granted.
>
> A spouse should be able to give of self in a myriad of ways and yet be selfish about time for self and family. If a spouse has not learned so already, she will do well to quickly master turning the other cheek, the art of non-discrimination, absolute discretion and last, but certainly not least, she should never give her heart to the institution for the relationship may be pleasurable, but is assuredly not permanent.

When this description was read to the presidential spouses' meeting at the AASCU Summer Council, it brought recognition, laughter, tears, and warm and vigorous applause! This spouse had well summed up their own thoughts and lives.

While much of our survey focuses on the challenges or problems in the lives of the presidential spouses, we asked them also to name the good things that happen to them *because* they are the spouse of the president.

The most strongly put and felt asset was the opportunity to be a part of the lives of the youth--"to observe young people obtaining an education and working toward their career goals," and "to be associated with young people who will be the center of the future," as several spouses put it. Second was the opportunity to "host and meet with interesting people, professors and speakers," and "persons on the cutting edge of the important issues of our time."

While these items are also often mentioned as drawbacks, the spouses reported that they appreciate the university-provided house, the full social life, and the attention that goes with being spouse of the president! A further advantage cited was that the job afforded opportunities to travel to professional meetings in various parts of our country, "to see areas of the United States that are new to us," as well as traveling to and learning about other cultures as part of the AASCU international programs.

The following remarks, all made at one time or another to a presidential family member, give a picture of the drawbacks of the position:

- "He's the only one with enough nerve to ask the president's daughter for a date."
- "Lend me some money for the movies, will you? Your dad makes a bundle."
- "Surely you're not supporting him for mayor! Does this mean the President's pushing his candidacy?"
- "Saw you yesterday shopping at the Bon Ton's. They certainly have expensive things. Do you buy your whole wardrobe there?"

Living in the "fish-bowl," followed by the stress on the children and the lack of opportunity for personal involvement in the politics of the community and state or national scene—indeed the "Princess Di" syndrome where everything you think and do is observed and commented upon are the liabilities cited by the presidential spouses.

One spouse summed it up thus:

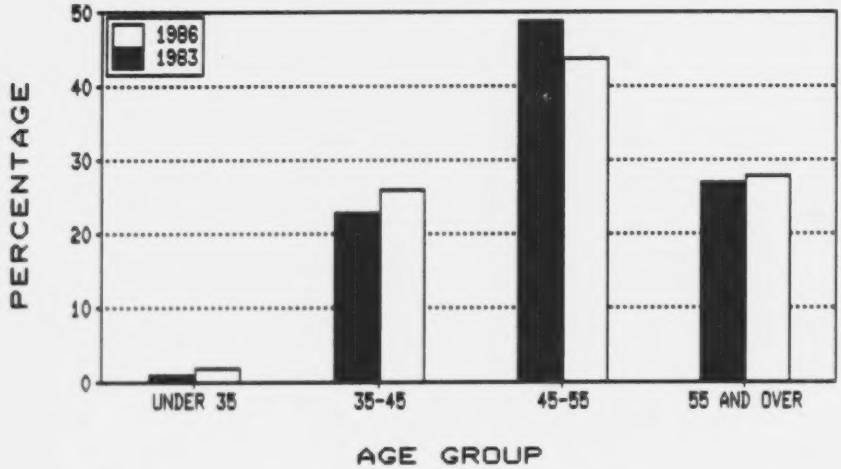
> The first drawback is the recognition that I am putting my own professional and financial career in jeopardy by offering my services to the University and to my husband as a volunteer. The real unmet need of mine is to develop professionally. This 'leave of absence' from my professional career comes at a time and may extend for such a time that the gap in my resume and my age may discriminate against future employment.

> The second drawback to the position is the considerable use of significant amounts of family resources such as money, household furnishings and time. A significant drain of the family's income occurs because of the extensive travel requirements of the president's job. The president receives $45.00 per diem plus the cost of his transportation. If I travel with him our family budget has to assume all of my transportation, lodging, and food expenses and even some of his.
>
> An additional drain on the family's resources is wear on household furnishings such as furniture, china, silver, and crystal which are used in the service of university entertaining. This use involves much more than the normal wear and tear and breakage due simply to the large numbers of people entertained.
>
> The third family resource which is used intensively is time. The time my husband and I give to the university sometimes involves more sacrifice on our children's part than ours. *We have chosen to do this work and to share our lives with the* University, but our children and grandchildren also give of their time with us on behalf of the University.

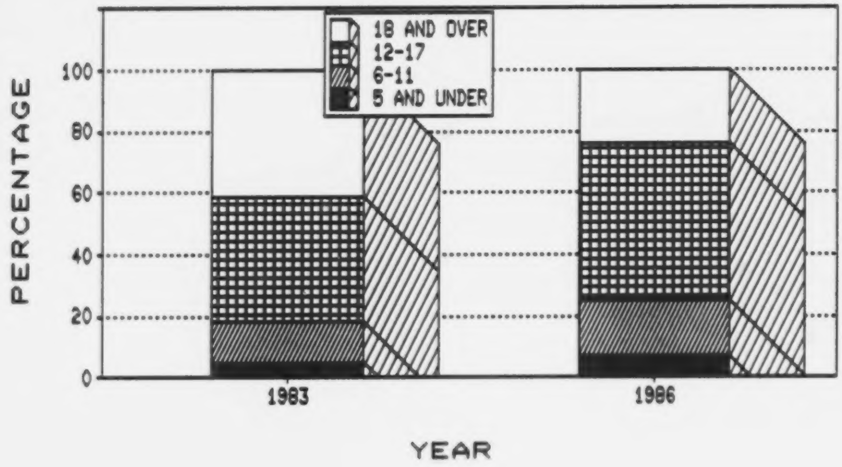
That final sentence above makes clear that even in listings of the liabilities of the job, a sense of commitment comes through. The presidential spouses share that sense of dedication and purpose to the cause of higher education and the impact it makes in the lives of all who are involved with it—students, parents, professors, administrators, trustees—with *their* spouses, the presidents and chancellors of the institutions of higher education of this country.

Figures for Myths and Realities Survey

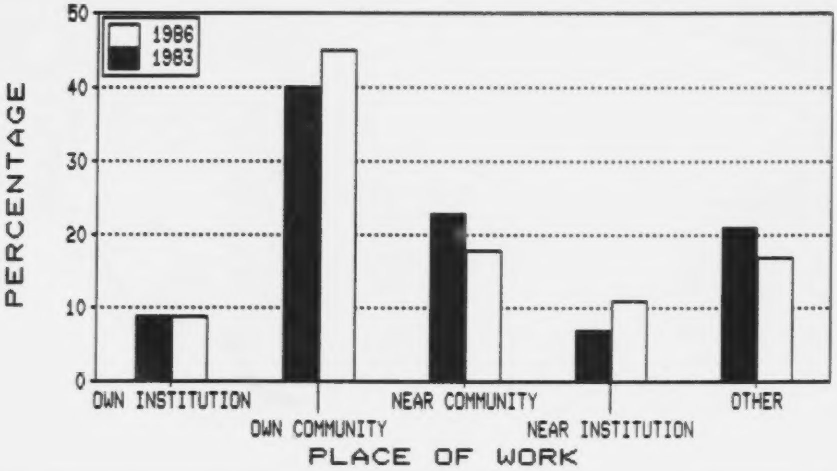
1 **Age of Spouses**/Percentage Distribution, 1983 and 1986



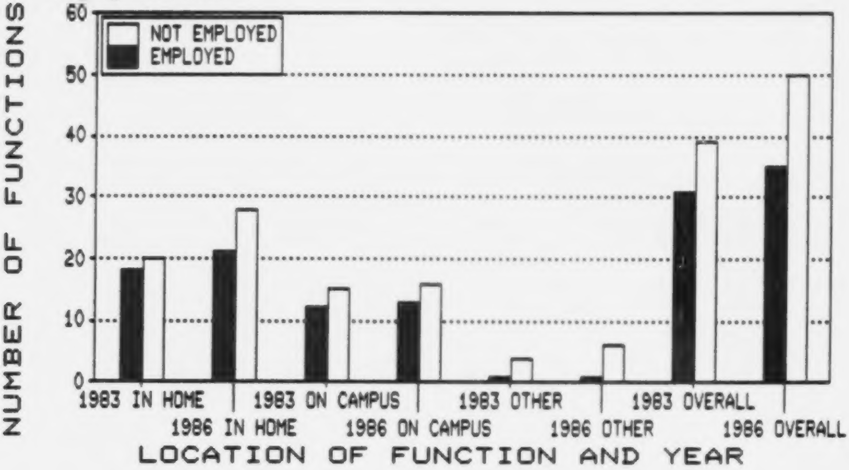
2 **Age of Children at Home, 1983 and 1986**/Percentage Distribution by Age Group



3 Place of Work of Employed Spouses/Percentage Distribution, 1983 and 1986

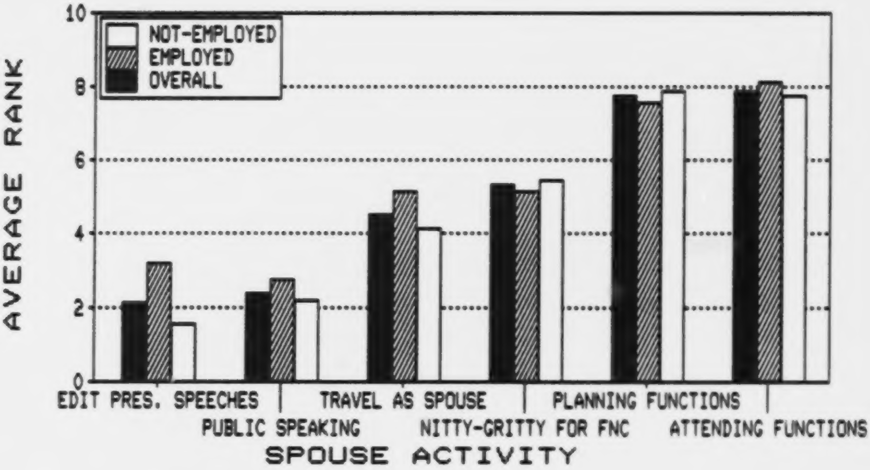


4 Functions Hosted per Year, 1983 and 1986/Average Number by Employment Status



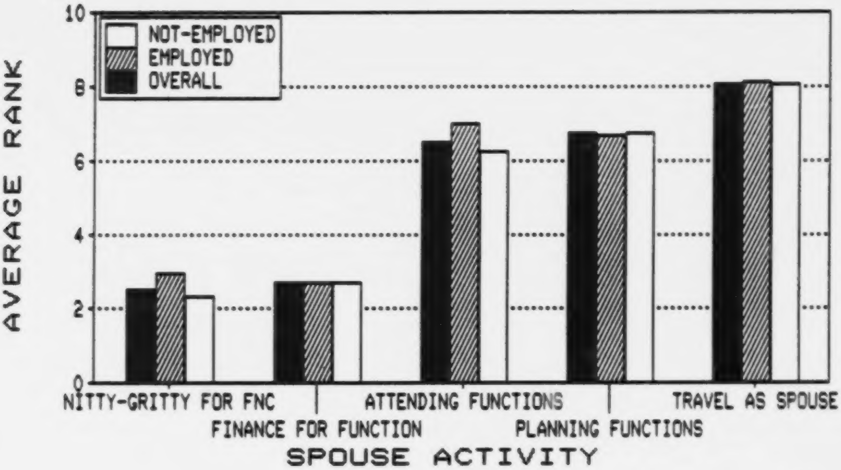
5 Spouse Activities Ranked by Time Spent/Average Rank (1 low, 10 high).

1986

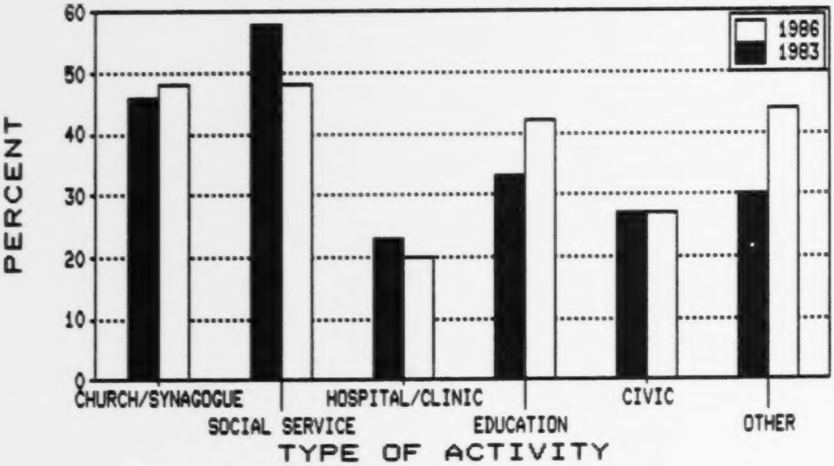


6 Spouse Activities Ranked by Pleasure/Average Rank (1 low, 10 high).

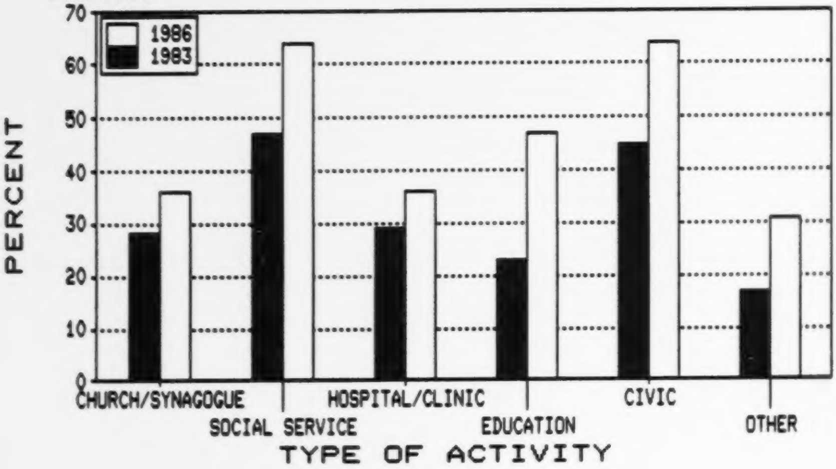
1986



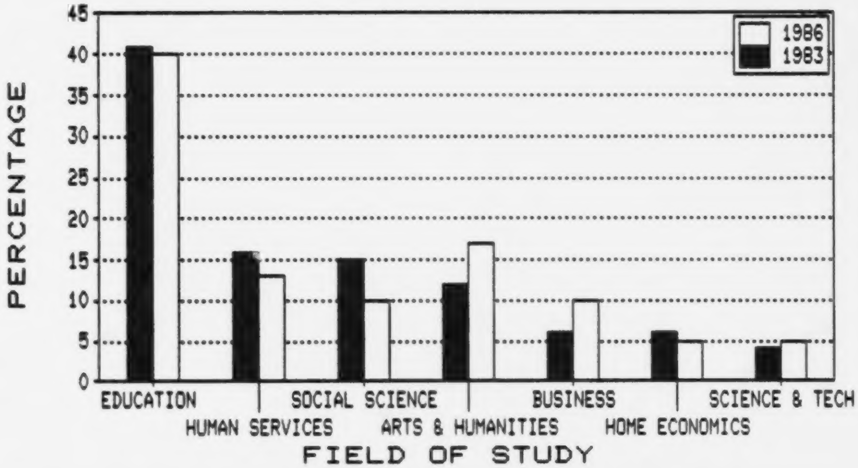
7 **Volunteer Activities of Spouses**/Percent in Each Category, 1983 and 1986



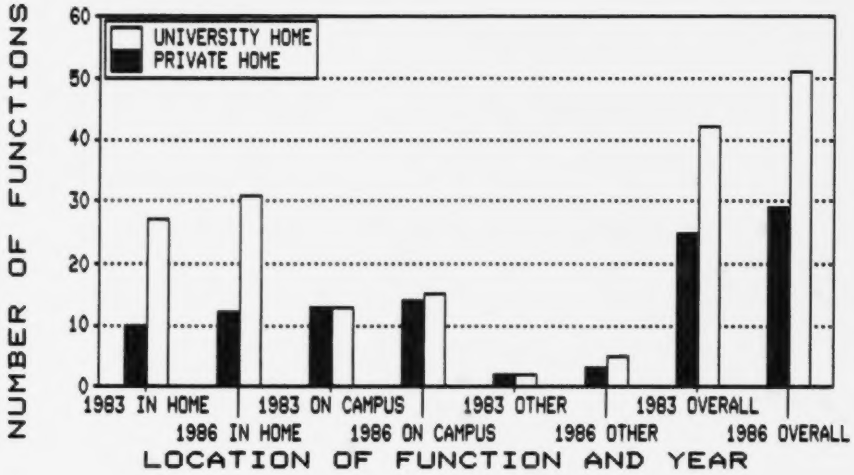
8 **Volunteer Activities of Presidents**/Percent in Each Category, 1983 and 1986



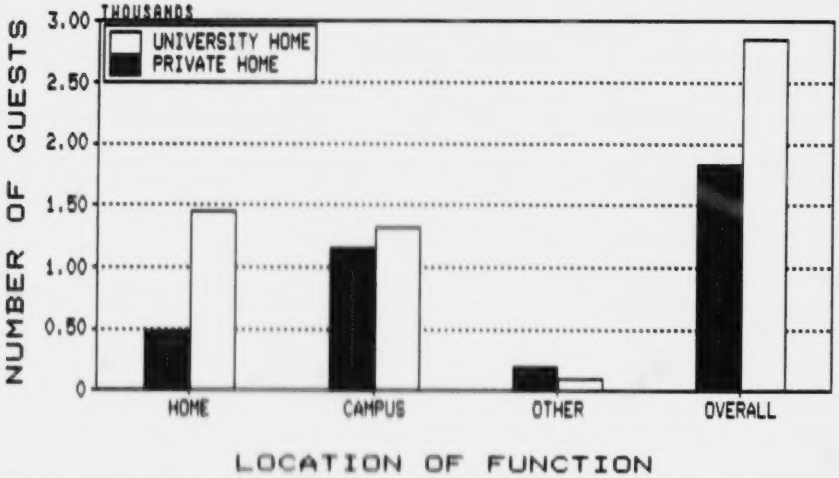
9 **Primary Field of Study—Degreed Spouses**/Percentage Distribution, 1983 and 1986



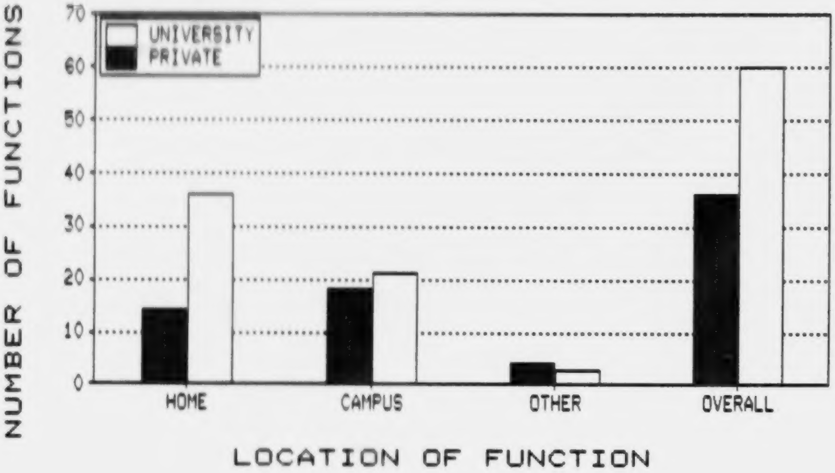
10 **Functions Hosted per Year, 1983 and 1986**/Average Number by Housing Status



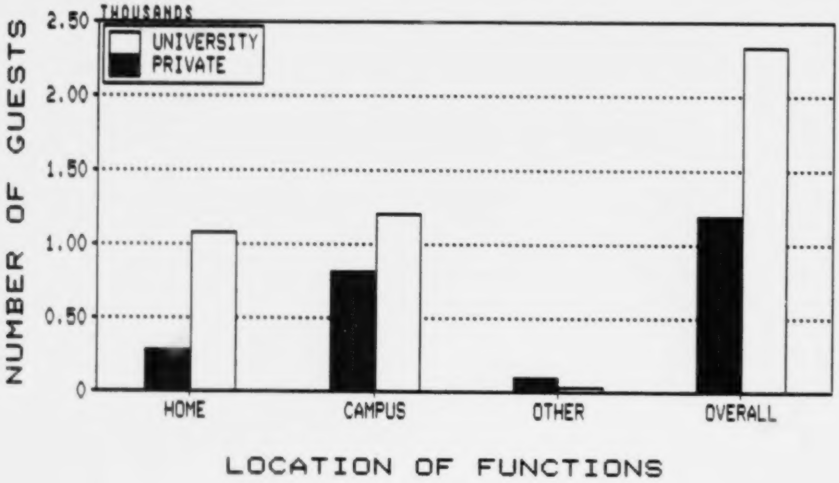
11 **Guests per Year for 1986**/Average Number by Housing Status



12 **Single Presidents—Functions per Year**/Average Number by Housing Status, 1986



13 **Single Presidents—Guests per Year**/Average Number by Housing Status, 1986



Appendices

A Chronological History of AASCU Spouses' Program

Annual Meeting

1985
Bal Harbour, FL

President to Spouse—Woman to Women
Presenter: President Betty L. Siegel, Kennesaw College

Concurrent Sessions:

The Image of the Presidential Spouse and Effective Use of the Media

The Presidential Spouse and Campus Relations (including subsessions on: Relations with Students, Relations with University Trustees, Relations with Faculty and with University Staff)

Traditional/Nontraditional, Paid or Volunteer—Ways of Handling the Spouse's Role

Tax Deductions and Financial Planning for Presidential Families
Presenter: Myron Lubell, Associate Professor, Florida International University

Concurrent Sessions:

Entertainment: New Ways to do the Same Old Thing

Tax Deductions and Financial Planning

1984
Washington, D.C.

The First Lady and the Media
Presenter: Susan King, NBC Correspondent

Discussion Roundtables:

The Role of the Presidential Spouse with Emphasis on Caring for a Young Family

The Role of the Presidential Spouse with Emphasis On Caring for Aging Parents and/or Older Children

The Role of the Presidential Spouse with Emphasis on Developing and Maintaining Effective Relationships with University Staff

The Role of the Presidential Spouse with Emphasis on Balancing the Spouses' Own Career with the Role

And May I Present . . . The Ambassador's Lovely Wife
Presenter: Marlene Eagleburger

The AASCU Spouse Abroad—The President and Spouse Representing the University on International Educational Missions (panel presentation)

1983
San Diego, CA

Parable of a President
Presenter: Harold Haak, President, California State University, Fresno

What Can Personal Computers do for You?
San Diego State University Presentation

A Film Producer Looks at his Profession
Keynote: Walter Mirisch, President, The Mirisch Corp.

Myths and Realities: 1983 Spouses' Survey
Presenter: Roberta H. Ostar, Volunteer Coordinator, Spouses' Program

1982
Nashville, TN

Beyond Equity
Keynote: Professor Elizabeth Kamarck Minnich, Former Dean, Union Graduate School

Concurrent Sessions:

The First Family (The relationship to the community in times of stress)

A Private Life Coexisting with the Public Life (the president's spouse and a voluntary or salaried career)

Friend-Raising in the Community (marshaling support of the community by the president's spouse)

Entertainment Containment (a workshop on new ideas and time management for spouses' social obligations)

Financial Record Keeping for the President's Spouse II
Presenter: Ray Foust, Deloitte Haskins & Sells

1981
Colorado Springs, CO

Partners Still!
Keynote: Marguerite Walker Corbally, Author, *The Partners: Sharing the Life of a College President*

Concurrent Sessions:
Friend-Raising in the Community
Variations on the Theme: The President's Spouse and . . .
The Volunteer Career
The Newly Begun, Salaried Career
The Continuing Salaried Career

Financial Record Keeping for the President's Spouse
Presenter: Carl Ellenburg, Tax Manager, Deloittle Haskins & Sells

Spouses' International Session (panel)

1980
Williamsburg, VA

The President's Spouse: The University's Added Dimension
Keynote: David Riesman, Harvard University
(speech read by Chancellor E. K. Fretwell in Dr. Riesman's absence)

The Changing Status of Women in Israel, Poland, and Taiwan (panel)

Concurrent Sessions:
Implied or Expressed—Your Relationship to Your Governing Board and/or Search Committee

	Shared Successes—What Works for Me Distaff Networks
1979 San Antonio, TX	**Great Expectations:** **The Spouse's Role in the Presidential Partnership** Presenters: Lloyd Watkins, President, Illinois State University Fred J. Taylor, Chancellor, University of Arkansas at Monticello Alan Guskin, Chancellor, University of Wisconsin—Parkside **Concurrent Sessions:** Support Services for Social Obligations: Where to Find Them and How to Use Them Tax Planning for Educators Personal Financial Planning: Taxation and Inflation
1978 San Francisco, CA	**Life as the President's Spouse** (panel)
1977 Orlando, FL	**Session on Tax Advice, Deductions, etc.** (Small discussion groups on University/College women's groups, etc.)
1976 New Orleans, LA	**Life Style for Mobility** Transplanting the Family Geographical Transplanting Personal Transplanting
1975 Boston, MA	**Partnership Role in Administering College Campuses** (panel)
1974 Bal Harbour, FL	**Role of the College Administrator's Spouse** (panel)

Summer Council of Presidents

1985 Pocono Manor, PA	**Leaders: Strategies for Taking Charge** Presiding: President Harold Eickhoff, Trenton State College, NJ **Total Wellness through Exercise, Nutrition, and Stress Management** Presenter: Boyce Davis, Director, CVR Clinic, University of Arkansas at Monticello **Federalism: The National Government Versus the States** A tape from the Annenberg/CPB series, *The Constitution: That Delicate Balance*, was viewed and discussed.

	General Session/Workshop on the Economic Outlook Presenter: David McKinley, Emeritus Associate Dean and Professor of Banking, Pennsylvania State University (Presidents and spouses attended all sessions together)
1984 Big Sky, MT	**Methods for Relieving Stress** Monsignor Brown, Former President, College of Great Falls, and Carroll College (MO) **Spouses' Workshop Sessions** (urban/rural emphasis in groups)
1983 Lyndonville, VT	**Workshop for Spouses of New Presidents/Chancellors** • Fulfilling the Social Obligations of the Presidential Team • Effects of the Executive Lifestyle on the Presidential Family • Working and Living in the Community • Report on the 1983 Survey of Presidential Spouses (Presidents and spouses attended these sessions together.)
1981 Flagstaff, AZ	**It's Your Move: Voluntary, Mutual, and Involuntary** (panel) **The Move to Retirement** (panel) **Who We Are and What We will Focus on Next:** report on the 1981 spouses' survey and discussion of future programs
1979 Castine, ME	**General Discussion of Spouses' Programs at** AASCU Meetings
1977 Ashland, OR	**I Can't Cope, or Can I?** **Expectations of Spouses: Are They too Great?** Techniques for Coping—Maintaining a Self-Image Vis-à-Vis the Expected Image—Spouses' Relationship to Faculty, Staff
1975 Jackson Hole, WY	Informal discussions (after a welcoming get-together)
1973 Boone, NC	Informal chats
1971 Black Hills, SD	Discussions in small groups according to institutional size: Social Obligations of Spouse, Where to get Help
1969 Estes Park, CO	Discussions: Welcoming New Faculty Wives; sharing recipes, etc.

1967 Plattsburgh, NY	Socializing, tours, some informal discussion of upkeep of official residences

Note: Originally, the annual meeting of AASCU was attended by presidents only. The spouses first began coming about 1971 (the Denver meeting) and tours were planned for them. In 1972 in Washington, D.C., and 1973 in San Diego, California, there were more tours for spouses, and it was since the 1974 meeting that a substantive program for spouses has been scheduled together with, at the request of spouses, tours of local areas of interest. Each annual meeting has included a seminar for spouses of new member presidents. Among the various associations for higher education, AASCU has been an initiator and leader in conducting spouses' programs.

AASCU Spouses 1986 Survey Committee B

Mrs. Warren B. Armstrong, Wichita State University, Kansas
Mrs. Thomas E. Bellavance, Salisbury State College, Maryland
Mrs. Thomas A. Bond, Clarion University of Pennsylvania
Mrs. John Lott Brown, University of South Florida
Mrs. Stephen Horn, California State University, Long Beach
Mrs. Aubrey K. Lucas, University of Southern Mississippi
Mrs. Fred J. Taylor, University of Arkansas at Monticello
Mrs. John U. Tomlinson, Mesa College, Colorado
Mrs. John C. Wright, University of Alabama in Huntsville
Dr. Meredith J. Ludwig, AASCU Senior Coordinator, Research
Mrs. Allan W. Ostar, Volunteer Coordinator of AASCU Spouses' Programs

C

AASCU Survey of Spouses of Presidents/Chancellors of State Colleges and Universities 1986

A. Spouse background and Occupational Activities

Personal and Family Characteristics

Please identify yourself as to sex and age group:
1. Sex: 1. ( ) Female 2. ( ) Male
2. Age Group: 1. ( ) Under 35
   2. ( ) 35-45
   3. ( ) 45-55
   4. ( ) 55 and over
3. How many children do you have? ____________________
4. How many of them are living at home now? ____________________
5. Please indicate the ages of those children living at home:
   ______ ______ ______ ______ ______ ______

Education

6. Please list your highest degree or certificate earned: ____________
7. What was your primary field of study? ____________________
8. Since becoming a president/chancellor's spouse, have you taken or are you now taking courses? 1. ( ) Yes 2. ( ) No
9. Where are you taking these courses?
   1. ( ) At your institution
   2. ( ) At another institution
   3. ( ) Other (please specify) ____________________
10. What is your goal in taking these courses?
    1. ( ) To enhance job prospects
    2. ( ) To enhance present job performance
    3. ( ) To develop new interests
    4. ( ) To meet members of the institution's community
    5. ( ) To earn a degree or certificate
11. If your coursework is leading to a degree or certificate, please identify it: ______________________________

Presidential Spouse Experience

12. For how many years have you been a presidential spouse? __________
13. In how many different institutions have you served as president/chancellor's spouse? (Please include your present institution in your calculation.) ______________________________
14. How many of these institutions were:
    1. ( ) Public 2. ( ) Private
15. In the position of president/chancellor's spouse, how many times have you moved from one region of the country to another? __________
    (See question 36 for region categories.)
16. What was your spouse's position prior to becoming a president/chancellor of a college/university?
    1. ( ) Dean or other administrator at same institution
       (specify public or private) ____________________

2. ( ) Dean or other administrator at different institution (specify public or private) ______

3. ( ) Faculty (specify public or private institution) ______

4. ( ) Other (please specify) ______

17. Which of these sources helped you most in your identification of the responsibilities of a president/chancellor's spouse?
    1. ( ) Governing board
    2. ( ) The president/chancellor (your spouse)
    3. ( ) Your past experience
    4. ( ) Tradition in the community
    5. ( ) Your predecessor
18. Did you meet with your predecessor?
    1. ( ) Yes 2. ( ) No
19. Did you discuss his/her experiences as the presidential spouse?
    1. ( ) Yes 2. ( ) No
20. Please estimate the average number of hours you devote a week to the activities required of the president/chancellor's spouse, including the events you plan, host, and also those you are expected to attend as a guest. ______

Paid Occupational Activities

21. Are you now employed in a paid position?
    1. ( ) Yes 2. ( ) No
22. How many hours a week do you work? ______
23. Where is your place of work?
    1. ( ) At your own institution
    2. ( ) In your community
    3. ( ) In a neighboring community
    4. ( ) In a neighboring institution of higher education
    5. ( ) Other (specify) ______
24. Name your job or occupation. ______
25. Is your job or occupation related to your education and training?
    1. ( ) Yes 2. ( ) No 3. ( ) Additional comments
    ______
26. Did you begin a paid job or occupation since becoming a president/chancellor's spouse?
    1. ( ) Yes 2. ( ) No
27. What was your goal in obtaining this paid job?
    1. ( ) To meet the members of the community
    2. ( ) To enhance the image of your institution
    3. ( ) To maintain your professional status
    4. ( ) To earn money
    5. ( ) To develop new interests
    6. ( ) Other (please specify) ______

28. If you were working before your spouse became a president/chancellor, was the work interrupted when you became a presidential spouse?
    1. (   ) Yes   2. (   ) No

29. If your work was interrupted, was it because of one of the following?
    1. (   ) Family responsibilities
    2. (   ) Lack of jobs in the community
    3. (   ) Lack of time because of presidential spouse responsibilities
    4. (   ) Requirement by the governing board
    5. (   ) Other (please specify) ______________________________

Volunteer Activities

30. Are you engaged in volunteer activities in addition to your role as president/chancellor's spouse?
    1. (   ) Yes   2. (   ) No

31. Are your volunteer activities related to your educational background?
    1. (   ) Yes   2. (   ) No   3. (   ) Other (please explain)
    ____

32. How many hours a week do you spend on these activities? ________

33. Please specify where you volunteer—that is, the type of organization.
    1. (   ) Church/synagogue
    2. (   ) Social service organization (youth organizations, family service agencies)
    3. (   ) Hospital/clinic
    4. (   ) Educational organization (PTA, local school board, libraries)
    5. (   ) Citizenship organization
    6. (   ) Other (please specify) ______________________________

34. Does the president participate in volunteer community activities?
    1. (   ) Yes   2. (   ) No

35. Please specify, referring to and using the numbers of the same categories you used for your volunteer activities, in the previous section.
    ____

B. Institutional Characteristics

36. Please circle the number that corresponds to the region in which your institution is located.
    1. New England (CT ME MA NH RI VT)
    2. Mid East (DE DC MD NJ NY PA)
    3. Great Lakes (IL IN MI OH WI)
    4. Plains (IA KS MN MO NE ND SD)
    5. Southeast (AL AR FL GA KY LA MS NC SC TN VA WV)
    6. Southwest (AZ NM OK TX)
    7. Rocky Mountains (CO ID MT UT WY)

8. Far West (AK CA HI NV OR WA)
9. Outlying Areas (CZ GU PR VI)

37. Indicate the size of your institution by category of enrollment:
    1. ( ) 1-2,499
    2. ( ) 2,500-4,999
    3. ( ) 5,000-9,999
    4. ( ) 10,000-19,999
    5. ( ) 20,000 and over
38. Describe the location of your campus, according to the size of the town:
    1. ( ) Up to 25,000
    2. ( ) 25,000-49,999
    3. ( ) 50,000-99,999
    4. ( ) 100,000-499,999
    5. ( ) 500,000-1,000,000
    6. ( ) Over 1,000,000
39. Indicate whether the students at your institution are primarily:
    1. ( ) Residential 2. ( ) Commuter

C. Housing Status

University-Owned House

40. Do you live in a university-owned house?
    1. ( ) Yes 2. ( ) No
41. If "Yes," do you pay rent?
    1. ( ) Yes 2. ( ) No
42. Please indicate how the university-owned house has been furnished?
    1. ( ) Mostly with my furnishings 2. ( ) Mostly with university furnishings
43. Which of the following services are provided by your institution?
    1. ( ) Housekeeping
    2. ( ) Cooking
    3. ( ) Gardening
    4. ( ) General maintenance
    5. ( ) Other (specify)______________________________
44. Which of the above services do you consider most valuable?
    1. ( ) 2. ( ) 3. ( ) 4. ( ) 5. ( )
45. When these services are needed, how are they scheduled? Please check one column for each service.

	Appropriate Institutional Office	*President/Chancellor's Office*	*You*
Housekeeping			
Cooking			
Gardening			
Maintenance			
Other			

46. Indicate the size of the house by the total number of rooms: ________

47. In the university-owned house, are certain areas primarily for public entertaining and others solely for family living?
1. ( ) Yes 2. ( ) No

48. What is the location of the university-owned house?
1. ( ) On campus
2. ( ) Within five miles of the campus
3. ( ) Within ten miles of the campus
4. ( ) More than ten miles away

49. Have you ever been involved in the renovation of a university-owned house?
1. ( ) Yes 2. ( ) No

50. Was this renovation agreed upon at the time of your spouse's employment?
1. ( ) Yes 2. ( ) No

51. Was your role as planner/manager of the renovation specified?
1. ( ) Yes 2. ( ) No

52. Where was this renovated house located?
1. ( ) On campus
2. ( ) Within a few miles of the campus
3. ( ) In the community

53. Did you or your spouse (or your institution) acquaint the community with the plan and need for the renovation?
1. ( ) Yes 2. ( ) No

54. If so, please describe how this was done, if you wish.
____
____

55. Was the reaction from the community to the renovation or to the funds allocated for the renovation:
1. ( ) Positive 2. ( ) Negative 3. ( ) Not significant
Comment if you wish ________________________________

Private House

56. If you live in your own house, do you receive a housing allowance?
1. ( ) Yes 2. ( ) No

57. What is the location of your house?
1. ( ) Within two miles of the campus
2. ( ) Within five miles of the campus
3. ( ) Within ten miles of the campus
4. ( ) Other (specify) ________________________

58. Was planning to use your own home for entertaining a factor in selecting it?
1. ( ) Yes 2. ( ) No

59. Did the university assist you in obtaining financing for the purchase of your own home?
1. ( ) Yes 2. ( ) No

D. Entertainment Activities

60. Please indicate how many social functions you and the president/chancellor host per year and how many guests attend.

	Functions Per Year	*Guests Per Year*
In your home		
In campus facilities		
Other (specify)		

61. How are these functions planned? (Please check on the appropriate line.)

	By You	*By Staff*	*You Assisted By Staff*
In your home			
In campus facilities			
Other (specify)			

62. On the average, how many hours do you spend planning a function?
____

63. Is it common for your children to serve at the function if it is in your home (or the university-owned home)?
1. ( ) Yes 2. ( ) No 3. ( ) Only occasionally

64. Does your institution have an entertainment budget?
1. ( ) Yes 2. ( ) No

65. If so, is this amount controlled by:
1. ( ) The president/chancellor 2. ( ) You 3. ( ) Other (specify) ______________________________

66. Does your foundation have an entertainment budget available to you?
1. ( ) Yes 2. ( ) No

67. If so, is this amount controlled by:
1. ( ) The president/chancellor 2. ( ) You 3. ( ) Other (specify) ______________________________

68. Have you been assigned a credit card for entertaining expenses?
1. ( ) Yes 2. ( ) No

69. If "Yes," how are these bills paid?
1. ( ) I pay the bills from the account established for this purpose.
2. ( ) I send the bills to the president/chancellor's office.
3. ( ) I send the bills to the office responsible for various events, the foundation, development office, etc.

70. Of those functions hosted by the president/chancellor and you, please estimate the number for which the primary goal is to:
1. ( ) Entertain the governing board
2. ( ) Conduct fund-raising activities
3. ( ) Entertain faculty members:
A. ( ) Union B. ( ) Nonunion

   4. (   ) Entertain students
   5. (   ) Greet the community
   6. (   ) Other (please specify)________________________

71. At these functions, how are food and service provided?
   1. (   ) Food and service are provided by the institution's food service.
   2. (   ) An outside caterer is hired by the institution.
   3. (   ) I prepare the food.
   4. (   ) A combination of 1 and 3
72. If you prepared the food, were you reimbursed for the cost?
   1. (   ) Completely 2. (   ) Partially 3. (   ) Not at all
73. At these functions, which of the following services were provided/paid for by the institution?
   1. (   ) Pre-function cleaning
   2. (   ) Set-up
   3. (   ) Service during function
   4. (   ) Clean-up
74. When entertaining, where do you obtain the china, glassware, silverware, and linen?
   1. (   ) Your family collection
   2. (   ) The institution's collection
   3. (   ) A combination of both sources
   4. (   ) A caterer
75. Is your home available to institution and community groups for use?
   1. (   ) Institution groups
   2. (   ) Community groups
   3. (   ) Our home is not available to these groups.
76. Please estimate the number of functions per year which you attend as a guest in your role as the president/chancellor's spouse: ____________

E. Board Relationship

77. Is your institution governed by:
   1. (   ) Its own board 2. (   ) A systemwide board
78. Has the board considered the role of its institution's presidential spouse?
   1. (   ) Yes 2. (   ) No 3. (   ) Don't know
79. Has the board or its members expressed its expectations of the president's spouse?
   1. (   ) Formally (either in a written document or verbally to you)
   2. (   ) Informally
80. Does your perception of the role of a president's spouse concur with the board's expectations?
   1. (   ) Yes
   2. (   ) No
   3. (   ) Partially
   4. (   ) Don't Know

81. If "partially," please describe the areas of confusion.

____

____

82. Are you encouraged by your board to travel with the president/chancellor to:
    1. ( ) National meetings (such as AASCU)
    2. ( ) State or regional meetings
    3. ( ) Your own institution's off-campus functions (such as alumni functions, etc.)
83. If you checked any of the above, indicate whether:
    1. ( ) The institution assumes the expense.
    2. ( ) The institution's foundation assumes the expense.
    3. ( ) You assume the expense.
84. What is the procedure established for requesting funds for your travel?
    1. ( ) Yearly request
    2. ( ) Specific trip request
    3. ( ) Other (please specify) ________________
85. Were you interviewed in any way while your spouse was being considered for his/her present position?
    1. ( ) Yes 2. ( ) No
86. If "Yes," by whom? __________________________

    ____

87. Please describe the type of questions. ____________________

    ____

88. Were you invited to the president/chancellor's interview with the board?
    1. ( ) Yes 2. ( ) No
89. If "Yes," were you given the opportunity to ask questions?
    1. ( ) Yes 2. ( ) No
90. If "Yes," were any questions asked of you?
    1. ( ) Yes 2. ( ) No

    Please specify: ________________________________

    ____

91. Did you have the opportunity to negotiate support services for your role as presidential spouse?
    1. ( ) Yes 2. ( )No

F. The Future: Pay for Spouses

92. Do you believe you should receive some compensation for your work as the presidential spouse?
    1. ( ) Yes 2. ( ) No
93. Do you feel the institution's budget or your foundation would be the best source for compensation for the presidential spouse? __________

94. Would you prefer that the institution or the foundation provide you with some type of retirement program (such as an IRA, etc) in lieu of compensation?
1. (   ) Yes   2. (   ) No

95. Instead of personal remuneration, would you welcome formalized support for your efforts as presidential spouse, such as:
1. (   ) Housing allowance (if you live in your own home)
2. (   ) Entertainment allowance
3. (   ) Secretarial staff
4. (   ) Other ________________________________

Qualifications for the Job ■ Assets of the Job ■ Liabilities

Now you are on your own. Here's your chance to create your own job description: qualifications, assets, liabilities. Let's see how *you see* the presidential spouse:

Qualifications

Assets Coming with the Job

Liabilities

Presidential Spouse Stress Test

Compare your reactions as a presidential spouse with others! Please check under the appropriate column.

		Major Stress	*Minor Stress*	*Insignificant*
1.	Lack of definition of your obligations as presidential spouse	______	______	______
2.	Responsibility (for planning institution functions) without authority (over budget, staff, resources)	______	______	______
3.	Lack of awareness or appreciation of your efforts as presidential spouse	______	______	______
4.	Unscheduled but imperative demands on your time by institutional obligations	______	______	______
5.	Using significant amounts of family resources (money, household furnishings, etc.)	______	______	______
6.	Feelings of being invited to/attending functions only as a figurehead	______	______	______
7.	Being an object of curiosity and criticism for both town and institution communities	______	______	______
8.	Public criticism of your spouse, the president/chancellor	______	______	______
9.	Crises on campus as too much stress for the health of the president/chancellor	______	______	______
10.	Teasing or taunting of your children about actions taken by the president/chancellor	______	______	______
11.	Not enough time for family activities	______	______	______
12.	Travel in your role as presidential spouse taking you away from home too much	______	______	______

Time and Pleasure

Please consider the following list of tasks in the life of the presidential spouse and rank them for us, first in terms of those that take the most time and then in rank according to the pleasure you find in doing them. Use number 1 for the task that takes the most of your time, for example, and rank the pleasurable activities the same way.

		Time Spent	*Pleasure Received*
1.	Planning and coordinating all institutional social events hosted by the president/chancellor and you	____________	____________
2.	The nitty-gritty: cooking, cleaning, etc. for said events	____________	____________
3.	The numbers: financial planning and record keeping for above	____________	____________
4.	Renovating, redecorating the university-owned home	____________	____________
5.	Planning, hostessing for athletic social events	____________	____________
6.	Attending the innumerable social functions as the "presidential spouse"	____________	____________
7.	Speaking in public for the institution	____________	____________
8.	Editing, revising the president/chancellor's speeches	____________	____________
9.	Planning, hostessing events for potential donors	____________	____________
10.	Joining the president/chancellor for travel to international meetings, national, regional and state meetings	____________	____________

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